



International Standards and Guidelines Review

Findings Report

*Independent Accreditation Institution for
Natural and Formal Sciences (LAMSAMA)*

INQAAHE ISG Review 2026

This report presents findings of the INQAAHE ISG Review of the Independent Accreditation Institution for Natural and Formal Sciences (LAMSAMA) undertaken in 2026.

International Network for Quality Assurance Agencies in Higher Education
(INQAAHE)

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Background

The International Standards and Guidelines Review of Quality Assurance Agencies (ISG Review) enables quality assurance agencies worldwide to benchmark their practices against international standards. This process supports continuous improvement, enhances the credibility of their activities, and provides assurance to the global community that they meet international expectations in conducting external quality assurance of higher education providers.

Continuous improvement and reassurance are achieved through a rigorous, independent peer review of a quality assurance agency's policies and practices for assuring the quality of higher education against the INQAAHE's International Standards and Guidelines for the Quality Assurance of Higher Education (ISG). Developed in consultation with the global higher education quality assurance community, the ISG reflects the diversity of higher education provision and quality assurance approaches worldwide.

This report presents the findings of the ISG Review of the Independent Accreditation Institution for Natural and Formal Sciences (LAMSAMA). The review was conducted by an independent panel of experts appointed and trained by INQAAHE. It was informed by an analysis of LAMSAMA's Self-Evaluation Document and supporting evidence, publicly available information, and interviews with a range of stakeholders conducted during the review visit. The review visit was held in-person from **22 to 24 June 2026**.

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Glossary of Acronyms

- **AD/ART:** Anggaran Dasar/Anggaran Rumah Tangga (Articles of Association and Bylaws)
- **AI:** Artificial Intelligence
- **AK:** Asesmen Kecukupan (Desk Assessment)
- **AL:** Asesmen Lapangan (On-Site Assessment)
- **ANAAA:** Agência Nacional para a Avaliação e Acreditação Académica (National Agency for Evaluation and Academic Accreditation, Timor-Leste)
- **BAN-PT:** National Accreditation Agency for Higher Education
- **EQA:** External Quality Assurance
- **EQAP:** External Quality Assurance Provider
- **HAGI:** Indonesian Geophysicists Association
- **HAI:** Indonesian Astronomical Association
- **HEIs:** Higher Education Institutions
- **HEQAS:** Higher Education Quality Assurance System
- **HKI:** Indonesian Chemical Association
- **IAPS:** Instrument of Accreditation for Degree Programmes
- **IndoMS:** Indonesian Mathematical Society
- **INQAAHE:** International Network for Quality Assurance Agencies in Higher Education
- **IQA:** Internal Quality Assurance
- **ISG/ISGs:** International Standards and Guidelines for Quality Assurance in Higher Education
- **IT:** Information Technology
- **KPIs:** Key Performance Indicators
- **LAMs:** Lembaga Akreditasi Mandiri (Independent Accreditation Agencies)
- **LAMSAMA:** Independent Accreditation Institution for Natural and Formal Sciences
- **LED:** Self-Evaluation Report
- **LKPS:** Higher Education Performance Report
- **LLDIKTI:** Regional Higher Education Service Institutes
- **MIPAnet:** Indonesian Network for Higher Education Institutions in Mathematics and Natural Sciences
- **MONEV:** Monitoring and Evaluation
- **PBI:** Indonesian Biological Society
- **PD Dikti:** Higher Education Database
- **POS:** Standard Operating Procedures
- **PSI:** Physical Society of Indonesia
- **QA:** Quality Assurance
- **RKAT:** Annual Work Plan and Budget
- **SALAM:** Accreditation System for Degree Programmes

- **SDGs:** Sustainable Development Goals
- **SED:** Self-Evaluation Document
- **SN Dikti:** National Standards for Higher Education
- **TEPs:** Tertiary Education Providers

Introduction

1. LAMSAMA requested that the International Network for Quality Assurance Agencies in Higher Education (INQAAHE) conduct an external review of its work, policies, and procedures against the October 2025 version of the International Standards and Guidelines for Quality Assurance in Higher Education (ISG). The review was undertaken by an independent panel of international experts appointed by INQAAHE and accepted by LAMSAMA. The Review Panel comprised Dr. Siong Choy Chong (Chair), Dr. Karen Treloar (Secretary), and Dr. Sh. Lobna Al Khalifa (Expert).
2. In line with the review protocol, LAMSAMA submitted a comprehensive Self-Evaluation Document (SED) with supporting evidence addressing all 18 ISGs. Following a detailed desk-based review of the documentary evidence submitted, the Panel conducted stakeholder meetings during the review visit held from 22 to 24 June 2026. These meetings included representatives from LAMSAMA's Advisory Board, Supervisory Board, Executive Board, administrative staff, assessors, and accredited study programmes. The purpose of these meetings was to triangulate evidence and address key lines of inquiry regarding LAMSAMA's alignment with the ISG.
3. Following the review visit, the panel prepared a draft report, which was reviewed in line with INQAAHE's standard review protocol and returned to LAMSAMA for factual accuracy checking. The Panel then submitted the final report to the INQAAHE Board of Directors for consideration and final decision.

History, Status, and Mission of LAMSAMA

4. LAMSAMA (Lembaga Akreditasi Mandiri Sains Alam dan Ilmu Formal), the Independent Accreditation Institution for Natural and Formal Sciences, was established following Indonesian policy reforms under Law No. 12 of 2012 on Higher Education, which authorised independent accreditation agencies (LAMs) to conduct programme-level accreditation. Its founding was endorsed by the Ministry of Research, Technology, and Higher Education on 2 August 2019; its Deed of Establishment was ratified on 14 October 2019; and it was granted legal entity status through the Decree of the Minister of Law and Human Rights No. AHU-0011888.AH.01.07 of 2019, issued on 3 December 2019. LAMSAMA commenced accreditation activities in April 2022.
5. LAMSAMA is one of six independent accreditation agencies (LAMs) formally recognised within Indonesia's national accreditation framework. Its establishment and continuing operation are supported by seven founding professional associations and educational institutions, known as the 'initiators' or the Founding Team: the Indonesian Mathematical Society (IndoMS), the Indonesian Chemical Association (HKI), the Physical Society of Indonesia (PSI), the Indonesian Geophysicists Association (HAGI), the Indonesian Astronomical Association (HAI), the Indonesian Network for Higher Education Institutions in Mathematics and Natural Sciences (MIPAnet), and the Indonesian Biological Society (PBI).

6. LAMSAMA's mission is to develop an accreditation system for higher education in the natural and formal sciences, to conduct accreditation of study programmes in these fields in a professional manner, and to build and expand networks with stakeholders at national and international levels. Through these activities, LAMSAMA seeks to realise its vision of becoming 'an excellent, independent, and professional accreditation institution with a national and international reference' in quality assurance for the natural and formal sciences.
7. LAMSAMA is governed by an Accreditation Council responsible for policymaking, a Supervisory Board responsible for oversight, and Executive Directors responsible for day-to-day operations. As reported in the SED, of the 879 study programmes within its accreditation remit, LAMSAMA had accredited 386 (44%) at the time of reporting – 73% in the natural sciences and 27% in the formal sciences.

Higher Education Context

8. LAMSAMA operates within Indonesia's higher education system, regulated principally by Law No. 12 of 2012, which frames the provision of vocational, Bachelor's, Master's, doctoral, professional, and specialist programmes around the Tridharma – education, research, and community service – alongside academic freedom, quality assurance, and equitable access. The Ministry of Higher Education, Science, and Technology (the Ministry) is responsible for the sector's regulation, planning, supervision, monitoring, and evaluation.
9. According to data published by the Ministry in 2025 and cited in the SED, Indonesia's higher education system comprises 4,416 higher education institutions: 125 public universities, 1,307 religious' institutions, 171 ministry- or state-affiliated institutions, and 2,813 private institutions.
10. Quality across the system is governed through National Standards for Higher Education (SN Dikti) and the Higher Education Quality Assurance System (HEQAS), which integrates Internal Quality Assurance (IQA), for which higher education institutions (HEIs) are themselves responsible, with External Quality Assurance (EQA). Under Law No. 39 of 2025 on Higher Education, institutional-level EQA is carried out by the National Accreditation Agency for Higher Education (BAN-PT), while programme-level accreditation is delegated to LAMs approved by the Ministry through BAN-PT under Regulation No. 19 of 2022, according to their respective fields of study.
11. Six LAMs currently operate within this framework, distinguished by disciplinary scope: LAMSAMA (natural and formal sciences), LAM Teknik (engineering), LAMEMBA (economics and business), LAM-PTKes (health sciences), LAMDIK (education and teacher training), and LAM Infokom (computer science and communication). Responsibility for maintaining programme quality is shared between individual HEIs, which conduct IQA, and LAMSAMA, which provides external oversight and system-level coordination within its disciplinary remit.

LAMSAMA's Quality Assurance Activities

12. LAMSAMA conducts programme-level accreditation for the natural and formal sciences through a structured cycle comprising document submission, desk assessment (AK), on-site assessment (AL), validation, and plenary decision, managed through the SALAM interactive accreditation platform. Assessments are conducted against the Instrument of Accreditation Degree Programme (IAPS), now at version 3.1 and comprising nine criteria aligned with SN Dikti, recently updated to incorporate the Sustainable Development Goals, the responsible use of Generative AI, and outcome-based indicators. These activities are supported by a secretariat of 14 staff and a pool of 138 qualified assessors.
13. Beyond the delivery of accreditation, LAMSAMA maintains its own internal quality assurance system, conducted annually by its Directorate for Quality Assurance under Decree No. 010f/SK/LAMSAMA/IV/2024, together with periodic Stakeholder Satisfaction Surveys of staff, accredited study programmes, assessors, and graduate employers. These activities are set within a five-objective Strategic Plan – institutional strengthening, policy improvement, service optimisation, internationalisation, and IT enhancement – through which LAMSAMA aims to become a national and international reference for quality assurance in its fields.

Approach to the Development of the Self-Evaluation Document

14. LAMSAMA's SED was prepared to obtain INQAAHE's constructive input on whether its governance, policies, procedures, and operations align with the ISG, addressing all 18 standards with supporting documentary evidence presented in appendices.
15. The SED was developed using a structured, evidence-based methodology. Quantitative and qualitative evidence was gathered systematically from LAMSAMA's records, internal quality assurance reports, and performance metrics and was further informed by stakeholder discussions, surveys, and analyses of accreditation data.
16. LAMSAMA's Advisory Board, Supervisory Board, Executive Board, and administrative staff each contributed to the SED's preparation through consultations, focused discussions, and review sessions, and the document underwent multiple review cycles to ensure its coherence, completeness, and clarity prior to submission.

Legitimacy, Mission, and Governance

ISG 1: Legal basis and recognition

The quality assurance agency is legally established and is recognized by relevant stakeholders.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

17. LAMSAMA was formally recognized as a non-profit legal entity on 3 December 2019 through Decree No. AHU-0011888.AH.01.07 issued by the Minister of Law and Human Rights. This recognition was granted based on LAMSAMA's Deed of Establishment dated 14 October 2019, following ministerial approval granted on 2 August 2019. LAMSAMA is one of six designated independent accreditation agencies mandated to undertake program-level accreditation in the fields of natural sciences, formal sciences, and related multidisciplinary programmes, in accordance with the Decree of the Minister of Education, Culture, Research, and Technology No. 186/M/2021 and BAN-PT Regulation No. 19 of 2022.
18. In addition to support from seven professional associations and educational institutions, LAMSAMA has also been recognised by the Regional Higher Education Service Institutes (LLDIKTI) – which serve as the Ministry's technical implementing units responsible for providing services, guidance, supervision, and facilitation – to enhance higher education quality. LAMSAMA has conducted socialisation activities related to the accreditation of study programmes in the natural and formal sciences across 17 LLDIKTI regions nationwide.
19. In terms of regulatory compliance, LAMSAMA's accreditation process aligns with SN Dikti by using the Instrument of Accreditation for Degree Programmes (IAPS), as prescribed under the Regulation of the Minister of Education and Culture No. 3 of 2020 on SN Dikti. LAMSAMA initially implemented IAPS 1.0, but in response to regulatory developments, namely Regulations No. 53 of 2023 and No. 39 of 2025 on Higher Education Quality Assurance, LAMSAMA has since developed and adopted IAPS 3.1.
20. As part of its accountability to government authorities and the public, LAMSAMA submits annual reports to the Ministry in compliance with the Regulation of the Minister of Education and Culture No. 5 of 2020. LAMSAMA also provides copies of these reports to BAN-PT for monitoring, evaluation, and feedback. LAMSAMA publishes executive summaries of the annual reports on its website.
21. It is evident to the Review Panel that LAMSAMA is a legitimate, formally recognised quality assurance (QA) agency that operates in full compliance with national legislation and regulatory requirements. The agency's legal establishment, combined with its formal

mandate within the Indonesian QA system, provides a clear basis for its accreditation activities.

22. The Review Panel further notes that LAMSAMA's legitimacy is reinforced by the support from seven professional associations and educational institutions representing the natural and formal sciences. The Review Panel acknowledges this breadth of professional and disciplinary support as a significant indicator of professional credibility, sector confidence, and academic relevance. The initial funding provided by these associations further reflects a tangible commitment to the agency's establishment and sustainability.
23. The agency's socialisation activities across 17 LLDIKTI regions further indicate both recognition of its formal role and active engagement in supporting consistent understanding and implementation of accreditation policies and processes in the fields of natural sciences, formal sciences, and related multidisciplinary programmes throughout Indonesia's higher education sector. The Review Panel also observes that LAMSAMA demonstrates accountability to public authorities and transparency to the wider community, thereby supporting public visibility and reinforcing trust in its operations.
24. During the site visit, the agency's legitimacy was consistently affirmed through interviews with a wide range of LAMSAMA's external stakeholders. These included the regulator and oversight bodies (the Ministry and BAN-PT), HEIs, LAMs, industry stakeholders, international accreditation bodies, and student representatives from HEIs. Across all stakeholder groups, there was a shared recognition of LAMSAMA's contribution to program-level QA within the national higher education system.
25. Taken together, these elements – formal legal standing, clearly defined mandate, regulatory oversight, professional association support, stakeholder recognition, and public accountability – constitute a strong and coherent basis for LAMSAMA's legitimacy and recognition as required under ISG 1.

ISG 2: Mission

The quality assurance agency has a defined and publicized mission that explicitly states its role in external quality assurance of higher education, outlining the purpose and scope of its activities.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

26. LAMSAMA's vision is 'to become an excellent, independent, and professional accreditation institution, as well as becoming a national and international reference in supporting the realisation of a higher education quality education system in the fields of Natural Sciences and Formal Sciences'.
27. The mission of LAMSAMA is as follows: (a) to develop an accreditation system for higher education in the fields of natural sciences and formal sciences, (b) to conduct accreditation of study programmes in the fields of natural sciences and formal sciences in a professional manner, and (c) to build and expand networks with stakeholders at both national and international levels.
28. The vision and mission published on LAMSAMA's website reflect the agency's roles and scope of activities. These statements were developed during a consultation meeting with key stakeholders on 13 November 2017 and subsequently submitted to the Ministry for approval.
29. LAMSAMA's strategic objectives include ensuring EQA in higher education, upholding the principles of good practice, and ensuring independence, objectivity, and autonomy in the accreditation process as stipulated in its Code of Ethics and Conduct for Human Resources. In this regard, LAMSAMA aims to:
 - Strengthen the agency by improving efficiency, operational transparency, and accessibility, to build public trust and accountability.
 - Continuously improve accreditation policies and instruments through the adoption of international good practice and responsiveness to the evolving needs of higher education.
 - Optimise the effectiveness and efficiency of accreditation processes through the development and application of the latest technology.
 - Advance internationalisation and global cooperation through memberships and strategic partnerships with national and international accreditation bodies.
 - Optimise information systems to improve operational efficiency, strengthen data security and governance, and support interactive communication platforms.
30. To accomplish its vision, mission, and strategic objectives, LAMSAMA's scope of activities includes the following:
 - Developing accreditation policies, regulations, and procedures.

- Preparing accreditation instruments and providing guidance and information to Tertiary Education Providers (TEPs).
 - Recruiting external evaluators (reviewers) and conducting assessor training.
 - Conducting program-level accreditation, making accreditation decisions, and issuing certificates.
 - Managing objections through the appeal/surveillance system.
 - Undertaking monitoring and evaluation of study programmes to understand the development of the study programme's capacity.
 - Engaging in cooperation with stakeholders at the national and international levels.
 - Administering stakeholder surveys to evaluate the performance of LAMSAMA services.
31. The Review Panel commends LAMSAMA for developing its vision and mission through a consultative process, further reinforcing its legitimacy and alignment with national policy expectations. This consultative and approval process illustrates that the agency's mission is not only internally defined, but also externally endorsed. LAMSAMA's vision and mission form a coherent framework that guides policy development, operational activities, and strategic planning.
32. The Review Panel concludes that LAMSAMA has a clearly articulated, appropriate mission that is aligned with its legal mandate and operational responsibilities as an EQA agency. As a young but growing agency, the Review Panel considers its vision to be both ambitious and credible. The agency's mission statements explicitly define LAMSAMA's core role, outlining its strategic objectives and scope of activities.
33. The Review Panel also notes that the vision and mission are easily accessible to stakeholders, supporting transparency and accountability. This public availability ensures that TEPs, reviewers, policymakers, and other stakeholders can clearly understand the agency's role.
34. Taken together, the Review Panel concludes that LAMSAMA is aligned with ISG 2.

Commendation:

- The Review Panel commends LAMSAMA for developing its vision and mission through a consultative process, ensuring legitimacy, alignment with national policy, and external endorsement. Together, they provide a coherent framework that guides policy, operations, and strategic planning.

ISG 3: Governance

The quality assurance agency has a clear governance model, ensuring its independence and accountability to key stakeholders.

☐ Full Compliance
 ☒ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

35. The Articles of Association and Bylaws, available on LAMSAMA's website, serve as the formal foundation of the agency's governance framework. It defines LAMSAMA's governance structure, roles and responsibilities, and the relationship between the governing body and the executive leadership.
36. Based on LAMSAMA's organisational structure and governance, the agency functions through four principal organs: (1) the Accreditation Council; (2) the Supervisory Board; (3) the Executive Board; and (4) the Technical Team. LAMSAMA's governance bodies – including the Accreditation Council, the Executive Board, and the Supervisory Board – are composed of representatives from various TEPs that offer natural and formal science study programmes. This composition includes representation from the founding organisation, supporting organisations, ordinary, and extraordinary members, as published on LAMSAMA's website. The Accreditation Council appoints the Executive Board (Director, Secretary, and Treasurer) and the Supervisory Board members, with terms of office set at five years and a maximum of one additional term.
37. To safeguard independence and accountability in its accreditation processes, LAMSAMA bases accreditation decisions on SN Dikti and has policies in place to manage conflicts of interest involving members of the Accreditation Council, the Executive Board, reviewers, and validators to ensure that the accreditation process remains impartial and transparent. Executive Board members with a conflict of interest must recuse themselves from accreditation decision-making. Detailed provisions governing the management of reviewers and validators are set out in the Guidelines on the Management of Assessors and Validators. Reviewers are prohibited from evaluating programmes at institutions with which they have personal or professional connections and are further restricted from assessing study programmes within the same LLDIKTI region as their home institution and/or programmes affiliated with their home university. Furthermore, reviewers do not know the identities of their assessment partners or validators, thereby strengthening objectivity and minimising the risk of bias.
38. External monitoring and evaluation of the performance on LAMSAMA is carried out by BAN-PT. LAMSAMA is required to regularly submit accreditation result reports based on its evaluation, as well as its accreditation activities, achievements, and impacts.
39. During the site visit, the Review Panel was informed that an Advisory Board has recently been established and that the Bylaws are currently under revision to provide greater clarity

regarding the functions of the various boards and the Accreditation Council. It was also clarified that the Accreditation Council is responsible for developing accreditation policies and strategic plans, approving accreditation regulations and instruments, evaluating the effectiveness of the implementation of accreditation processes, and authorising annual budgets and work plans. It also evaluates the execution of the Executive Board's work programmes and supports the development of national and international networks.

40. The Supervisory Board monitors and evaluates the implementation of the strategic plan and the extent to which the agency's strategic objectives are achieved. However, the Review Panel noted that members of both the Accreditation Council and the Executive Board were involved in accreditation decision-making (see ISG 7). This arrangement appears to reflect the limited number of individuals serving on these boards; however, it also creates overlaps between governance, oversight, and operational functions.
41. The Review Panel notes that external oversight by BAN-PT provides an additional layer of accountability that complements LAMSAMA's internal governance. While LAMSAMA's governance structure is formally defined through the Articles of Association and Bylaws, which provide the overarching framework for accountability and decision-making, the ongoing revision of the Bylaws presents an important opportunity to further enhance governance effectiveness, strengthen operational oversight, and reinforce the integrity and credibility of accreditation decisions.
42. The Review Panel considers it important for LAMSAMA to more clearly articulate and operationalise the distinction between governance and management functions across the agency. A revised governance framework should clearly delineate responsibilities for strategic direction and policy development, operational implementation, and independent oversight. Strengthening these arrangements will support appropriate checks and balances, enhance transparency in decision-making processes, and further safeguard the agency's independence and accountability.
43. Overall, the Review Panel concludes that LAMSAMA has an evolving governance framework that needs further development to reflect the separation between governance and operational responsibilities and decision-making functions, consistent with the expectations of INQAAHE ISG 3. Ongoing efforts to strengthen oversight structures, clarify roles and authorities, and enhance conflict-of-interest management will further reinforce the integrity, independence, and accountability of the agency's accreditation activities. The Review Panel therefore concludes that LAMSAMA substantially meets the requirements of ISG 3, while recognising the need for continued enhancement of its governance arrangements.

Recommendation:

- The Review Panel recommends that, to further strengthen governance, the roles of the Executive Board, Supervisory Council, Advisory Board, and Accreditation Council be more clearly defined within the revised Bylaws to prevent any conflicts of interest. Clear delineation of governance, oversight, and operational functions will strengthen

accountability, provide greater transparency in decision-making processes, and enhance the effectiveness and integrity of the agency's governance processes.

Suggestion:

- The Review Panel suggests that LAMSAMA consider broadening stakeholder representation within its governance structure by including employers, alumni, and students. Greater stakeholder participation would contribute diverse perspectives to strategic decision-making and further strengthen the agency's transparency, independence, accountability, and responsiveness to the needs of the higher education sector.

Organisational Capacity and Strategic Planning

ISG 4: Organisational structure

The quality assurance agency's organisational structure supports the effective, efficient, and transparent execution of its mission and objectives.

☒	☐	☐	☐
Full Compliance	Substantial Compliance	Partial Compliance	Non-Compliance

44. LAMSAMA has established an organisational structure to support the delivery of its mission, vision, and strategic objectives, with a focus on the effective, efficient, and transparent execution of its functions. The agency's governance structure is formally defined through the Articles of Association and Bylaws, which provide the overarching framework for accountability and decision-making (see ISG 3).
45. The Executive Board is led by an Executive Director, elected by the Council, who is responsible for implementing LAMSAMA's Strategic Plan 2024-2028. The Executive Director is supported by three Deputy Directors who oversee: (1) Accreditation and Information Systems; (2) Resources and Cooperation; and (3) Quality Assurance.
46. In accordance with LAMSAMA's mission and strategic objectives, responsibility for accreditation activities rests with the Deputy Director of Accreditation and Information Systems. The Deputy Director for Resources and Cooperation is responsible for national and international networking and collaboration, as well as finance, human resources, and facilities. Responsibility for LAMSAMA's internal and external audits lies with the Deputy Director for Quality Assurance. The Technical Team, which includes supporting staff from accreditation, finance, tax, co-operation development, facilities, and quality assurance, provides administrative and operational support for the agency's day-to-day operations.
47. Organisational transparency is demonstrated through annual planning, budget allocation, and activity reporting and evaluation. Programmes developed by the Deputy Directors are consolidated within the annual work plans and budget for the Accreditation Council's approval. LAMSAMA's annual reports, which the Accreditation Council submits to the Ministry via BAN-PT, include information on the implementation and evaluation of activities related to the agency's organisational structure, staffing, and resource allocation for its core QA functions. Internal audits are conducted to assess organisational efficiency, whereas external audits are undertaken by BAN-PT. The outcomes of these evaluations are documented and reported in annual reports, thereby reinforcing the agency's effectiveness, efficiency, and transparency in executing its mission and strategic objectives.
48. Based on documentary evidence, the Review Panel finds that LAMSAMA's organisational structure is fit for purpose and consistent with its mission, strategic objectives, and the scope

of its EQA activities. The Review Panel commends LAMSAMA for maintaining a lean organisational structure, which enhances efficiency, facilitates clear communication, supports agile decision-making, and reinforces operational coherence.

49. In addition, separating responsibility for LAMSAMA's internal and external audits under the Deputy Director of Quality Assurance reinforces consistency, internal oversight, and quality enhancement. Designating responsibilities for internal and external audits under a dedicated Deputy Director provides an additional safeguard for systematic self-evaluation and continuous improvement. Operational capacity is further strengthened by the Technical Team that provides day-to-day administrative and operational support for the effective implementation of LAMSAMA's activities (see ISG 5 for further analysis of resources and capacity).
50. The Review Panel also finds that the annual planning and budgeting processes are indicative of transparent organisational management. Organisational effectiveness and efficiency are reinforced by internal and external audits, which provide independent assurance of the agency's performance and resource utilisation. The systematic inclusion of audit outcomes in annual reporting itself demonstrates LAMSAMA's commitment to transparency, accountability, and continuous organisational improvement.
51. Taken together, the evidence suggests that LAMSAMA's organisational structure not only adequately supports its current operations but is also well positioned to sustain and develop its activities in line with its mission and strategic objectives, consistent with ISG 4's expectations.

Commendation:

- The Review Panel commends LAMSAMA for maintaining a lean organisational structure, which enhances efficiency, facilitates clear communication, and supports agile decision-making while reinforcing operational coherence.

ISG 5: Resources and capacity

The quality assurance agency has adequate physical, financial, technological, and human resources to fulfil its mission and objectives.

☐ Full Compliance
 ☒ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

52. LAMSAMA currently operates from rented office space on the fifth floor of the Research and Multidisciplinary Laboratory Building at the Faculty of Mathematics and Natural Sciences, University of Indonesia. The office covers a total area of 120 m² and comprises a reception area, meeting room, executive office, office rooms, a staff room, a prayer room, and a pantry. Non-information technology (IT) facilities include commonly used movable equipment such as computers, printers, and office supplies. All assets are systematically inventoried and maintained regularly.
53. LAMSAMA's income is derived primarily from accreditation fees paid by TEPs. Program accreditation and appeal fees are governed by Government Letter No. 86000/MPK.A/AG00.00/2021 and LAMSAMA Decree No. 015/SK/LAMSAMA/VIII/2023. Accreditation revenues are allocated as follows: 2% for applicable taxes, 50% to 60% for direct accreditation process costs, and the remainder for operational expenses and institutional development. Financial management is governed by LAMSAMA's General Cost Standards, which comply with the Ministry of Finance's regulations. During its establishment phase in 2021, LAMSAMA received targeted government financial support to cover office rental, IT infrastructure development, preparation of accreditation instruments, recruitment of reviewers, socialisation activities, and discussions relating to revisions to accreditation instruments in response to newly issued regulations.
54. LAMSAMA's technological resources include a web-based information system developed to support organisational governance and accreditation processes. These include the agency's official website, a web-based accounting system, and the Accreditation System for Degree Programmes (the SALAM platform).
55. The agency is supported by 14 personnel, consisting of seven permanent full-time staff, one Executive Director, three Deputy Directors, and three Accreditation Council members. One permanent staff member is specifically assigned to cross-border accreditation activities. The Executive Board, Deputy Directors, and Accreditation Council members serve voluntarily. They are members of the founding professional associations, bringing substantial experience in higher education management and accreditation, having previously served as program accreditation reviewers. The Technical Team (support staff) responsible for the accreditation system (the SALAM platform) is outsourced, ensuring competencies relevant to their respective functions. Reviewers and validators meet the predefined competency requirements and receive regular training and refresher programmes. In addition, support

staff receive training in areas such as stress management, effective communication, and taxation and financial reporting, ensuring that all personnel maintain relevant competencies for their respective functions.

56. Resources are periodically reviewed to ensure that physical, technological, and financial capacity are adequate in relation to LAMSAMA's strategic objectives. Budget allocations have increased in proportion to the agency's growth in activity, thereby strengthening its capacity over time. The Accreditation Council has appointed a public accounting firm (Sriyadi Elly Sugeng & Partners) to audit LAMSAMA's financial statements on an annual basis. Over the last three years (2022-2024), LAMSAMA has continuously received an Unqualified Opinion, demonstrating a strong commitment to transparent, accountable, and sound financial management practices.
57. The Review Panel finds that LAMSAMA has established adequate and appropriate resources to support the execution of its functions in accordance with its vision, mission, and strategic objectives. Assets are maintained, and the Review Panel notes positively the presence of a web-based digital infrastructure, which collectively supports governance, accreditation workflows, transparency, and data management. Importantly, the Review Panel observes financial accountability, transparency, and fiscal governance.
58. During the site visit, the Review Panel was given a demonstration of the SALAM platform, the agency's integrated accreditation management system. TEPs, assessors, and validators confirmed that the platform is well received, with built-in data analytics, integration with email and WhatsApp communications, and disaster recovery measures in place. The Review Panel also noted opportunities to further enhance the platform by integrating artificial intelligence (AI) capabilities to support advanced automation, improve predictive analytics, and enhance the user experience.
59. The Review Panel also observes that LAMSAMA is supported by dedicated and committed support staff who reported valuing the flexibility of their work locations and highlighted organisational initiatives that support staff engagement and wellbeing, including performance-based bonuses, allowances, and an annual retreat for staff. The support staff have also invested significant time and effort in streamlining the operational processes, contributing to greater efficiency and effectiveness. The Review Panel commends LAMSAMA for fostering a supportive work environment and for the staff's proactive commitment to continuous improvement.
60. While stakeholder surveys indicate that current staffing levels are sufficient to support existing operations, the Review Panel notes that workload consistently received lower satisfaction ratings than other dimensions, ranging between 70% and 80%. The agency's Strategic Plan also identifies limited human resources as an ongoing organisational challenge. The relatively small permanent staff base may constrain scalability, productivity, and well-being, particularly as accreditation activities expand nationally and across borders.
61. During the site visit, it was acknowledged that the agency would benefit from additional staffing resources to support future growth.

62. The Review Panel further considers that succession planning will be important to support organisational sustainability. A structured approach to leadership succession would help ensure continuity of institutional knowledge, support leadership development, and ensure that the agency remains well positioned to achieve its strategic priorities as its responsibilities and activities continue to evolve.

Commendations:

- The Review Panel commends LAMSAMA for the successful implementation of the SALAM platform, which enhances the efficiency, transparency, and effectiveness of the accreditation processes and contributes to stakeholder satisfaction.
- The Review Panel commends LAMSAMA for fostering a supportive and collaborative work environment and for the staff's proactive commitment to continuous improvement.

Recommendation:

- The Review Panel recommends that LAMSAMA implement a phased expansion of its staffing capacity, aligned with strategic priorities, workload demands and projected growth, to strengthen its operational efficiency and long-term sustainability.

Suggestions:

- The Review Panel suggests that LAMSAMA explore integrating AI capabilities into the SALAM platform to further enhance its functionality and impact.
- The Review Panel suggests that LAMSAMA develop and implement a formal succession planning framework to support leadership continuity, organisational resilience, and the achievement of long-term strategic objectives as its responsibilities grow, particularly as activities expand nationally and across borders.

ISG 6: Strategic planning

The quality assurance agency is guided by robust strategic planning, ensuring that its quality assurance activities align with its mission and support tracking progress and impact towards goals.

☐ Full Compliance
 ☒ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

63. LAMSAMA's Strategic Plan 2024-2028 was developed based on the agency's strategic objectives outlined on Page 7 of this report. The plan focuses on institutional strengthening, refinement of accreditation policies and instruments, as well as optimisation of accreditation services, internationalisation and cooperation, and IT, all while maintaining sustained compliance with evolving national higher education policy frameworks. The development of the Strategic Plan was informed by structured consultations with key stakeholders, particularly the professional associations.
64. LAMSAMA's Strategic Plan is operationalised through annual work plans, which outline specific activities and include corresponding allocations of human, financial, and infrastructure resources (Decree No. 010c/SK/LAMSAMA/IV/2024). Progress against these annual work plans is measured using key performance indicators (KPIs) and is subject to external evaluation by BAN-PT. Monitoring and Evaluation (MONEV) Reports issued by BAN-PT are used to assess the agency's performance against the strategic objectives and associated KPIs. The findings from these evaluations inform adjustments to annual work plans, resource allocation, and activity prioritisation.
65. The Review Panel considers the Strategic Plan 2024-2028 a central instrument for shaping LAMSAMA's identity and future directions. At the same time, the Review Panel acknowledges LAMSAMA's obligation to operate within, and respond to, the national higher education policy framework.
66. The Review Panel notes that the Strategic Plan 2024-2028 has already benefited from structured stakeholder consultations, which is considered a good practice (see ISG 2). To further enhance its robustness and forward-looking nature, given that LAMSAMA is a young agency, the Review Panel emphasises the importance of integrating impact analysis, developing forward-looking goals, and ensuring closer alignment with strategic objectives as the agency moves forward. Explicit mapping of mission statements to the five strategic objectives, coupled with outcome-oriented indicators of success, would improve coherence and demonstrate measurable progress toward the agency's vision.
67. Systematic incorporation of thematic analyses – such as sectoral disparities, evolving program demand, new credential forms, and the impact of Generative AI and data analytics – would strengthen the Strategic Plan's ability to anticipate developments and guide

strategic responses. Annual work plans can also be enhanced by embedding stakeholder feedback, supported by data analytics, and linking insights directly to strategic priorities. Finally, risk considerations should be more explicitly integrated to ensure resilience and proactive responses to emerging challenges.

68. Overall, the Review Panel finds substantial opportunities for LAMSAMA to build on its existing Strategic Plan 2024-2028 by more explicitly leveraging evidence, evaluation, and stakeholder input to guide QA development and advance higher education in the natural and formal sciences, in line with ISG 6's expectations.

Recommendations:

- The Review Panel recommends that LAMSAMA strengthen its Strategic Plan 2024-2028 by integrating impact analysis, forward-looking goals, and explicit alignment of its mission with strategic objectives. LAMSAMA should place greater emphasis on measurable outcomes and demonstrable impact by developing clear and outcome-oriented indicators aligned with the agency's thematic priorities.
- The Review Panel recommends that LAMSAMA incorporate risk analysis and mitigation strategies alongside its strategic objectives to support organisational resilience and proactive planning of emerging challenges and opportunities.

Suggestion:

- The Review Panel suggests that LAMSAMA enhance the annual work plans by integrating stakeholder feedback and ensuring that resulting insights are clearly linked to its strategic priorities.

Quality Assurance Framework

ISG 7: Quality assurance procedures

The quality assurance agency conducts its external quality assurance activities based on transparent, clear, and comprehensive procedures.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

69. The key stages of LAMSAMA's accreditation process, as documented in the agency's Standard Operating Procedures (SOP), consist of: (1) submission of accreditation documents, i.e., Self-Evaluation Report, Degree Program Key Data, field supplements, and supporting documents, through the SALAM platform; (2) desk assessment (AK) conducted by two reviewers with the assessment report validated by a validator; (3) on-site assessment (AL) undertaken by two reviewers with the assessment report validated by a validator; and (5) plenary meeting for accreditation rating. Accreditation decisions are made by the Executive Board and the Accreditation Council members. The accreditation workflow is published on LAMSAMA's website.
70. Indicative timescales are defined for each stage, as follows: (1) upload of accreditation documents: 1-1.5 months; (2) AK and validation: 1.5-2 months; AL and validation: 1-1.5 months; and (3) final decision-making: 1 month. All key stages of the process are monitored via LAMSAMA's dashboard, accessible to the study program management unit, reviewers, and validators. In addition, a formal appeal (surveillance) mechanism is established as governed by the respective SOP, enabling TEPs to submit objections to accreditation results.
71. LAMSAMA provides training, workshops, and briefings to TEP/study programmes, higher education associations, and professional associations on its QA and accreditation process. In addition, scheduled online consultation services, held twice weekly or by appointment, offer stakeholders direct access to Executive Board members and staff for clarification and guidance on accreditation-related matters. Stakeholder feedback indicates that these mechanisms have been effective in resolving various issues, facilitating the seamless implementation of accreditation processes. These arrangements have also strengthened collaborative relationships, reflecting the LAMSAMA's strong commitment to supporting stakeholders, which is commendable.
72. In addition, study programme management units of TEPs receive clear guidance on documentation format, evidentiary requirements, and submission deadlines. Following the initial submission of administrative information via the SALAM platform, study programmes have one month to complete the supporting documentation. LAMSAMA

Decree No. 007/2022 requires accreditation documentation to be submitted to LAMSAMA no later than six months before the current accreditation expires.

73. The Review Panel finds that LAMSAMA conducts its EQA activities through transparent, clearly articulated, and comprehensive procedures. The accreditation process is formally documented in SOPs and publicly accessible, giving stakeholders clarity and confidence. Its accreditation process is structured around well-defined, sequential stages, with clear roles for the study programme management unit, reviewers, and validators, which promotes procedural consistency, accountability, and objectivity. The publication of the accreditation workflow on LAMSAMA's website further reinforces transparency and stakeholder trust.
74. The Review Panel notes positively that indicative timelines are specified for each stage and that progress can be systematically tracked through an online dashboard accessible to study programme management units, reviewers, and validators, further contributing to transparency. A strong commitment to stakeholder support and capacity-building is evident. The use of validators ensures that accreditation judgments are impartial, rigorous, and transparent. The formal surveillance mechanism ensures due process, fairness, and procedural integrity. This commitment was further reinforced during the site visit, where TEPs provided positive feedback highlighting the efficiency of the accreditation process and its adherence to prescribed timelines. Taken together, these elements demonstrate a well-structured and credible accreditation system that fosters trust and confidence among stakeholders.
75. Taken together, the Review Panel concludes that LAMSAMA has implemented EQA procedures that are transparent, clearly defined, consistently applied, and publicly accessible, in line with ISG 7's expectations. The Review Panel considers these procedures to be fit for purpose and effective in supporting credible, fair, and enhancement-oriented accreditation outcomes.

Commendations:

- The Review Panel commends LAMSAMA for its strong commitment to supporting stakeholders through a wide range of mechanisms, including training sessions, workshops, and twice-weekly online consultations with Executive Board members and staff. These support structures have proven highly effective in clarifying accreditation requirements, promptly resolving issues, and ensuring the smooth implementation of accreditation processes.
- The Review Panel commends LAMSAMA for establishing a well-structured and credible accreditation system that fosters trust, confidence, and satisfaction among stakeholders.

ISG 8: Quality assurance standards

The quality assurance agency conducts its external quality assurance activities based on publicly available, clear, and actionable standards.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

76. LAMSAMA's accreditation standards and criteria, as set out in IAPS 1.0, were developed in accordance with prevailing laws and regulations, as well as the Ministry's policies. The IAPS establishes the minimum standards that study programmes must meet, consisting of nine criteria: (1) strategic direction; (2) governance; (3) students; (4) human resources; (5) finance and infrastructure; (6) curriculum; (7) research; (8) community service; and (9) *Tridharma* outcomes. The minimum standards ensure quality, strengthen accountability, and promote continuous quality improvement in study programmes within the natural and formal sciences.
77. In response to evolving policy and regulatory requirements, LAMSAMA has proactively reviewed and updated its standards. In particular, following the issuance of Ministerial Regulations No. 53 of 2023 and No. 39 of 2025, LAMSAMA introduced IAPS 3.1, which integrates impact driven KPIs, explicit alignment with the Sustainable Development Goals (SDGs), and recognition of Gen AI's growing role in higher education, reflecting its QA framework towards global standards and contemporary issues.
78. In addition to the standards and criteria, LAMSAMA has established accreditation rating categories. Based on cumulative scores, a study programme can be rated as Excellent, Very Good, Good, or not eligible for accreditation. LAMSAMA has also set mandatory requirements for Excellent and Very Good ratings in four components: (1) IQA; (2) human resources; (3) facilities and infrastructure; and (4) outcomes. SED describes the validity period and conditions for Excellent accreditation status. Outcome requirements vary by qualification level: for bachelor's programmes, outcomes focus on graduate transition to employment, whereas Master's and Doctoral levels measure outcomes through research publications. Study programmes that meet the minimum standards are awarded good accreditation status.
79. To ensure that standards are applied consistently and clearly, all accreditation-related and guidance documentation is publicly available on LAMSAMA's website. These include TEP-specific guideline documents outlining the requirements that study programmes must meet in accordance with the nine criteria, as well as templates for preparing the Self-Assessment Report, the Degree Programme Performance Report Table and its accompanying guidance, and video tutorials on document preparation. A document checklist integrated into the SALAM platform further assists TEPs in ensuring documentation completeness.

80. Based on the 386 study programmes accredited to date, the Review Panel concludes that LAMSAMA's standards are well specified, publicly available, and actionable. The Review Panel acknowledges that LAMSAMA has responded to regulatory change by revising its standards to reflect emerging priorities and conform with international good practice. The clear, differentiated accreditation rating categories enhance the standards' clarity and applicability while promoting consistency in decision-making across study programmes.
81. The Review Panel also finds that LAMSAMA has taken appropriate steps to ensure that its standards are understandable and actionable for TEPs. All accreditation-related documents are publicly available on the agency's website. In addition, the provision of video tutorials and structured consultation mechanisms further contributes to clarity, reduces ambiguity, and facilitates consistent interpretation and application of the standards.
82. Taken together, the Review Panel finds that LAMSAMA's accreditation standards and ratings are publicly available, clearly defined, and actionable. This reinforces fairness and provides a sound foundation for consistent, transparent, and enhancement oriented EQA, thereby aligning with ISG 8's expectations.

ISG 9: Fitness for purpose and institutional autonomy

The quality assurance agency ensures that its quality assurance procedures and standards are and remain fit-for-purpose for the different and evolving types of higher education providers and provision within its remit, acknowledging institutional autonomy and diversity.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

83. LAMSAMA applies uniform accreditation criteria and procedures for programme accreditation across all types of TEPs in Indonesia, in accordance with ministerial regulations. The agency's frameworks, policies, and practices are intended to ensure consistency without providing preferential arrangements for underdeveloped study programmes. However, LAMSAMA offers additional guidance and support to such study programmes to help them progress towards higher quality standards.
84. LAMSAMA respects institutional autonomy, mission diversity, and TEPs' primary responsibility for academic quality. Its QA frameworks and policy documents explicitly recognise the diversity of TEPs' missions, profiles, and strategic priorities as set out in its quality guidelines. These frameworks emphasise that the primary responsibility for academic quality and standards rests with the TEPs themselves, and that EQA serves to evaluate, support, and enhance IQA rather than replace it.
85. LAMSAMA's accreditation approach encourages recognition of distinctiveness by requiring study programmes to articulate their unique strengths, characteristics, and contributions within the field-specific supplementary documentation. Local wisdom and institutional identity – including regional needs, student populations, and societal roles – are expected to be reflected in the study programme's vision and mission statements, curriculum, research activities, and research-based learning processes. Examples of contextualization include Universitas Nusa Cendana, which incorporates plants into its chemistry curriculum, and Universitas Lambung Mangkurat, which focuses on wetland areas based on its geographical location. Reviewers are encouraged to consider such contextual and distinctive features during study programme review.
86. To facilitate effective engagement with the QA process, LAMSAMA provides templates (see ISG 8) to help TEPs prepare for external review. These materials are designed to be clear, user-friendly, and proportionate, while allowing sufficient flexibility to reflect institutional context and mission.
87. The Review Panel sees that its external review reports provide evidence of how institutional diversity is considered within evaluation judgments and recommendations. Reports explicitly reference the TEP's mission, context, and strategic objectives, and evaluate how

effectively IQA mechanisms support those aims. The reports emphasise the TEP's role in its own QA systems, highlighting institutional strengths, areas for improvement, and good practices, ensuring that external judgements are grounded in the institutional context and internal processes rather than being imposed mechanically.

88. Based on the Strategic Plan 2024-2028 sighted, the Review Panel learns that LAMSAMA has developed five Study Programme Accreditation Instruments, each approved by BAN-PT and specifically designed for different levels of provision – Diploma, Undergraduate Study, Applied Bachelor's Study, Master's, and Doctoral programmes. These differentiated instruments demonstrate LAMSAMA's recognition of the diversity of programme types and levels within its remit and support a fit-for-purpose approach to EQA.
89. The Strategic Plan 2024-2028 further affirms LAMSAMA's commitment to institutional autonomy and diversity. The Review Panel notes that LAMSAMA explicitly positions its accreditation approach as supportive and enhancement-oriented rather than prescriptive, emphasising that accreditation is intended to assist study programmes in developing, strengthening, and sustaining high education standards through continuous improvement, rather than directing institutions toward outcomes defined by the agency itself. This stance is consistent with INQAAHE's principle, which emphasises TEPs' primary responsibility for their own quality while ensuring that EQA remains contextualised, developmental, and respectful of institutional missions and priorities. In doing so, LAMSAMA achieves an appropriate balance between institutional self-determination and public accountability.
90. While LAMSAMA applies uniform accreditation criteria and procedures across all TEPs, the agency recognises that uniform standards do not imply uniform institutional characteristics or circumstances. The provision of additional guidance and developmental support for underdeveloped study programmes, together with encouragement for reviewers to consider contextual factors, reflects a supportive, enhancement-oriented approach rather than differential treatment, and this was confirmed during the site visit meetings with external stakeholders, including assessors, validators, and TEPs' representatives. This approach is compatible with international good practice and reinforces LAMSAMA's role as a quality enhancement partner. Additionally, the Review Panel was informed during the site visit that standards set by professional associations are considered when assessing programme curricula and related facilities, including laboratories, thereby ensuring alignment with sectoral expectations and strengthening the credibility of accreditation outcomes.
91. Taken together with ISG 7, the Review Panel concludes that LAMSAMA's EQA procedures and standards are fit for purpose, effectively balancing consistency with flexibility. The Review Panel considers this approach to be well-aligned with INQAAHE's expectations for diversity-responsive, autonomy-respecting, and enhancement-focused QA, thereby meeting ISG 9's expectations.

Evaluation and Outcomes

ISG 10: Evaluation and decision making.

The quality assurance agency's evaluation procedures ensure its quality assurance findings are evidence-based, consistent, fair, and impartial.

☒	☐	☐	☐
Full Compliance	Substantial Compliance	Partial Compliance	Non-Compliance

92. The key stages of LAMSAMA's accreditation processes and procedures, outlined under ISG 7, are formally regulated by LAMSAMA's Regulation No. 006 of 2022. The evaluation procedures comprise a desk assessment (AK), followed by an on-site assessment (AL) by two independent reviewers, with the assessment reports validated by a validator, before the Executive Board and Accreditation Council make a final decision.
93. During AK and AL, reviewers assess accreditation submissions against five principles: (1) objectivity; (2) traceability; (3) consistency; (4) compliance; and (5) continuous quality improvement. Procedural fairness is assured through guidelines for recruitment and assignment of reviewers. To further safeguard independence, reviewers are not notified of the identities of their assessment partners or validators until after they have submitted their assessment reports via the SALAM platform. The SOP states that where significant discrepancies arise between reviewers, whether in narrative descriptions or scores, the validator works with the reviewers to reach a reasoned, evidence-based consensus. This mechanism promotes consistency and fairness across evaluations.
94. Impartiality is further reinforced based on the conflict-of-interest policy outlined in the Guidelines on the Management of Assessors and Validators, which prohibits reviewers from evaluating programmes at institutions where they have personal or professional connections and further restricts them from assessing study programmes within the same LLDIKTI region as their home institution and/or programmes affiliated with their home university.
95. Assessment outcomes are formally documented in meeting minutes, and assessment result reports are reviewed and mutually agreed upon by reviewers and the study program management unit, thereby enhancing the fairness and transparency of findings.
96. During the decision-making stage, any individual, including Executive Board members (ISG 3), who has a relationship with the study program under consideration, such as having previously been part of the study program or having provided consultancy or mentoring services, is required to recuse themselves, ensuring the integrity and independence of final accreditation judgments.
97. LAMSAMA has also established a formal appeal (surveillance) mechanism that allows TEPs to submit objections to accreditation results. Objections are reviewed using a structured

process that includes re-evaluation of assessment evidence by a validator, and where warranted, reassessment by an alternative reviewer and an additional site visit involving a reviewer and one Executive Board member. The verification results are deliberated at Executive Board plenary meetings, and outcomes are formally communicated to TEPs to ensure procedural fairness and transparency. Where substantive new evidence is discovered, a new accreditation rating is assigned; otherwise, the original rating remains unchanged.

98. The Review Panel views the use of two independent reviewers at both the AK and AL stages, followed by mandatory validation by a validator, as creating a strong, multi-layered evaluation structure that ensures the final evaluation outcomes are defensible and consistent. The evaluation principles – objectivity, traceability, consistency, compliance with standards, and continuous quality improvement – provide a transparent and common reference point for reviewers across evaluations and support the consistent interpretation of accreditation standards and criteria.
99. Procedural fairness and consistency are further strengthened through reviewer recruitment and assignment, including measures to ensure independence. In particular, the policy of withholding the identities of evaluation partners and validators until after submission of assessment reports reduces the risk of undue influence. Impartiality is reinforced through a well-defined conflict-of-interest policy. This safeguard applies consistently across all evaluations and extends to the decision-making stage. The clear separation between evaluation, validation, and decision-making contributes to institutional confidence in the integrity of outcomes.
100. The Review Panel also notes that assessment outcomes are documented and mutually acknowledged by both reviewers and the study program management unit. This practice promotes transparency and facilitates a shared understanding of the basis for evaluative judgments. Similarly, the additional validation and review process at the appeal stage reinforces procedural fairness.
101. In relation to ISG 3, the Review Panel observes an opportunity for LAMSAMA to further enhance its governance framework governing accreditation decisions made by the Executive Board and Accreditation Council to strengthen accountability, prevent conflicts of interest, provide greater transparency in decision-making, and enhance the integrity of LAMSAMA's governance processes.
102. Taken together, the Review Panel finds that LAMSAMA has established robust evaluation procedures that ensure accreditation findings are consistent, evidence-based, and safeguarded by strong fairness and impartiality measures, in line with ISG 10's requirements.

ISG 11: Peer-reviewers

The quality assurance agency has policies for the recruitment, training, and appointment of a suitable pool of peer-reviewers, ensuring that they have the necessary expertise and preparation to conduct its different external quality assurance activities effectively, impartially, consistently, and professionally.



Full Compliance



Substantial Compliance



Partial Compliance



Non-Compliance

103. LAMSAMA is supported by a pool of 138 reviewers, all of whom are academic staff, spread across different regions. The agency has established a policy for the recruitment, training, appointment, and monitoring of reviewers, as outlined in the Guidelines on the Management of Assessors and Validators, which specify requirements relating to how reviewers are managed, including eligibility, selection procedures, administration, performance expectations, and ethical standards.
104. Reviewer recruitment is undertaken using both direct and indirect mechanisms. Direct recruitment applies to individuals with prior experience as reviewers for BAN-PT and/or internationally recognised accreditation agencies, as designated by the Ministry, or any other individuals whose expertise contributes to strengthening LAMSAMA's reputation as an independent accreditation agency. Indirect recruitment is carried out via an open registration process. Besides meeting the following criteria: (1) holding a Doctoral degree; (2) having at least ten years of experience as an academic staff; (3) holding a minimum rank of Associate Professor; (4) publishing at least one scientific publication in a reputable journal within the last three years or a Scopus H-index of at least five; and (5) being affiliated with a degree program that has achieved at least Excellent accreditation status, candidates must pass several tests, including a psychological test, a cognitive test on QA, two simulations of AK tests, and an AL test, before an appointment can be made.
105. LAMSAMA offers a variety of regular reviewer training programmes to ensure consistent and high-quality assessments. These include basic accreditation training, which covers the goals, principles, and procedures of accreditation; IAPS training, focusing on the instruments used to evaluate study programmes; and on-site assessment training, which teaches reviewers how to interact with study programmes and verify documents. Additional training includes refresher courses, use of the SALAM platform, ethical standards, higher education quality standards, and writing clear accreditation reports. Information on training and refresher programmes is published via the agency's website.
106. In addition to the aforementioned, LAMSAMA also uses performance evaluations conducted by the Executive Board and feedback from stakeholders such as TEPs and

LAMSAMA's staff to determine that reviewers conduct evaluations effectively, impartially, consistently, and professionally. Prior to undertaking any assignment, reviewers are required to formally declare compliance with the *code of ethics* and disclose any *conflicts of interest* that could compromise impartiality. Clear restrictions are in place to prevent reviewers from assessing study programmes that are in the same TEP from which they originated, located within the same province as their affiliated institution, or linked to their recent professional engagements. These separation measures provide an additional safeguard to protect the impartiality and credibility of assessments.

107. The Review Panel notes that LAMSAMA's reviewers are experienced academic staff and geographically dispersed across Indonesia. This distribution enhances the agency's capacity to undertake accreditation activities at scale while facilitating appropriate disciplinary expertise, notwithstanding the assessment cost involved.
108. Reviewer recruitment is carried out through both targeted and open approaches, balancing transparency with the strategic identification of expertise and competence. The eligibility criteria are explicit, rigorous, and appropriate for the complexity of program-level accreditation. The requirement for candidates to complete a multi-stage assessment process provides strong assurance that appointed reviewers can carry out their roles effectively, impartially, consistently, and professionally.
109. The Review Panel also observes that LAMSAMA places strong emphasis on training and continuous development for reviewers, thereby supporting effectiveness, impartiality, consistency, and professionalism. The Review Panel commends LAMSAMA for its effective training process, which equips reviewers with the necessary skills and reinforces consistency and rigour across accreditation activities. Reviewers' performance is monitored and evaluated. The feedback mechanism employed supports quality enhancement and addresses performance concerns where necessary. Impartiality is further safeguarded through clear and enforceable restrictions. These geographic and professional distancing measures provide an additional layer of protection for the credibility and integrity of accreditation judgments.
110. Taken together, these arrangements demonstrate that LAMSAMA has invested in developing a competent, independent, and professionally accountable reviewer community. The combination of rigorous selection criteria, ongoing professional development, systematic performance monitoring, and strong conflict-of-interest safeguards ensures that reviewers are prepared to conduct EQA activities effectively, impartially, consistently, and professionally. The Review Panel considers these arrangements to be fully aligned with ISG 11.

Commendation:

- The Review Panel commends LAMSAMA for its effective training process, which equips reviewers with the necessary skills and reinforces consistency and rigour across accreditation activities.

ISG 12: Transparency of outcomes

The quality assurance agency publicly shares the findings of its quality assurance activity, in line with cultural, legal, and regulatory requirements, and publishes the list of those providers that have successfully met quality assurance standards.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

111. LAMSAMA publicly discloses accreditation outcomes on its official website, allowing a wide range of stakeholders, including study programmes, TEPs, policymakers, students, graduate users, and the general public, to access information on program accreditation status. The published information includes the accreditation status awarded, the official decree number, the location, and the validity period. This information is complemented by analytical summaries of aggregated accreditation results, which provide an overview of accreditation performance across study programmes.
112. Accreditation outcomes are also automatically synchronised with BAN-PT's information system and are subsequently integrated into the Ministry's Higher Education Database. This integration supports consistency, national transparency, and public accountability throughout the higher education system.
113. In addition, LAMSAMA prepares formal decision records, including meeting minutes, and both full and summary QA reports that contain assessment findings underpinning accreditation decisions. However, these reports are not published publicly. LAMSAMA also generates summary reports for BAN-PT that outline assessment findings and the rationale for accreditation decisions, which similarly are not publicly disseminated.
114. LAMSAMA acknowledges the need to strengthen public communication of QA outcomes, particularly in presenting evaluation contexts and key findings in a manner that is balanced, proportionate, and responsible. The agency has indicated that enhancement of public reporting will be undertaken progressively, in line with national regulatory requirements, data protection, and confidentiality obligations, and the phased institutional development priorities set out in LAMSAMA's Strategic Plan 2024-20.
115. Based on the documentary evidence, the Review Panel notes that program-level accreditation outcomes are publicly accessible through the official websites of LAMSAMA, BAN-PT, and the Ministry's Higher Education Database. Posting accreditation status and validity periods allows stakeholders to readily identify study programmes that have met national QA standards. The systematic synchronization of accreditation data across these platforms ensures consistency of official records, reinforces national transparency, and supports coherence within Indonesia's higher education QA framework. In addition, the

Review Panel observes that LAMSAMA publishes analytical summaries of aggregated accreditation outcomes, which contribute to a broader understanding of system-level quality trends. The Review Panel considers this a good practice and commends LAMSAMA for the initiative.

116. The Review Panel recognises that LAMSAMA is cognizant of the importance of further strengthening public communication of QA findings. While current public disclosure focuses primarily on accreditation status and validity, access to contextual and qualitative information remains limited. Within prevailing legal, regulatory, and cultural constraints, the Review Panel sees opportunities to enhance transparency by introducing appropriately structured executive summaries of accreditation reports. Such summaries could explain evaluation contexts, key judgments, and indicative strengths or areas of improvement in a straightforward and accessible manner, particularly for non-expert readers such as prospective students and other stakeholders making program- or employment-choice decisions. When complemented by indicators such as graduate employability and demonstrated graduate competencies, the Review Panel believes that enhanced qualitative communication could help address the challenge of shifting demand for basic science programmes. In this context, the Review Panel encourages LAMSAMA to benchmark other EQAPs' practices to identify proportionate and effective approaches to strengthening transparency.
117. In addition, the Review Panel views the publication of anonymous examples of exemplary practices, particularly from study programmes awarded Excellent status, as further supporting sector-wide learning and improvement, including in those TEPs that did not achieve Excellent status. This approach would be compatible with LAMSAMA's broader enhancement-oriented role, such as its provision of additional guidance and support to underdeveloped programmes in progressing towards higher quality standards (ISG 9).
118. Taken together, these measures could further strengthen public understanding of QA outcomes and facilitate better alignment with the expectations of ISG 12, while continuing to respect data-protection, confidentiality, and regulatory obligations.

Commendation:

- The Review Panel commends LAMSAMA for publishing analytical summaries of aggregated accreditation outcomes, which contribute to a broader understanding of system-level quality trends. This practice enhances transparency and supports stakeholders in recognising sector-wide developments and progress.

Suggestions:

- The Review Panel suggests that LAMSAMA publish "case studies" outlining anonymous exemplary practices from programmes awarded Excellent status, to foster sector-wide learning and continuous improvement.
- The Review Panel suggests that LAMSAMA enhance transparency by introducing appropriately structured executive summaries of accreditation reports. These summaries

could explain evaluation contexts, key judgments, and indicative strengths or areas for improvement in a straightforward and accessible manner. Such an approach would particularly benefit non-expert readers, including prospective students, parents, and other stakeholders making programme - or employment-choice decisions.

Quality Culture

ISG 13: Internal quality assurance

The quality assurance agency has transparent internal quality assurance mechanisms, that ensure its organisational structure, objectives, and activities remain fit-for-purpose and respond to the evolving nature of higher education and the changing policy environment.

☐ Full Compliance
 ☒ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

119. LAMSAMA's IQA is managed by the Directorate of QA and supported by staff within the directorate and a wider internal support structure that includes personnel from the Directorate of Accreditation and Information Systems. Its IQA policy provides a comprehensive framework for reviewing organisational structure, evaluating the quality of services and accreditation processes, and assessing access to and transparency of accreditation-related information. The procedures for implementing these elements are set out in the Quality Policy Document.
120. To operationalise its internal quality culture, LAMSAMA has established clearly defined standards, performance indicators and measurement methods, analytical methods for evaluating quality performance, as well as specific quality standards for accreditation processes. The outcomes of IQA monitoring and evaluation activities are reviewed through Management Review Meetings and translated into inputs for continuous improvement, which are incorporated into each directorate's operational work plans.
121. LAMSAMA's annual IQA report, which evaluates organisational structure, strategic objectives, internal operational performance, and identifies improvement actions, has led to tangible organisational reforms, such as the streamlining of secretariat functions across directorates, reallocation of cooperation responsibilities, integration of accreditation and information systems functions to reduce duplication, and strengthening of advisory governance through the appointment of additional Advisory Board members.
122. Between 2022 and 2025, IQA activities also included structured evaluations of accreditation processes and services provided to stakeholders, including study program administrators, reviewers, BAN-PT, and the Directorate General of Higher Education. One of the issues identified was the inefficiency created by multiple on-site assessments conducted for the same TEP. In response, LAMSAMA will be introducing concurrent site-visit arrangements after the QA activities have completed one full cycle, enabling multiple study programmes to be assessed simultaneously. This targeted improvement, together with other

process enhancements informed by IQA findings, has contributed to high stakeholder satisfaction ratings and year-on-year improvement across multiple service dimensions.

123. The Review Panel finds that LAMSAMA has established a transparent and systematic IQA framework that is embedded across the agency and actively supports continuous improvement. The cross-functional arrangement between the Directorate of QA and other directorates demonstrates that responsibility for quality is not confined to a single unit but is shared across the agency, thereby supporting a sustainable internal quality culture.
124. LAMSAMA's IQA policy and Quality Policy Document provide a comprehensive framework that explicitly links QA to organisational adaptability in response to changes in higher education dynamics and regulatory requirements. The agency has translated its quality framework into practice, which enables systematic monitoring of quality performance at both the directorate and organisational levels. The use of Management Review Meetings as a forum for reviewing IQA findings and translating them into improvement actions reflects a mature approach to organisational learning and evidence-based decision-making.
125. The Review Panel also finds evidence that LAMSAMA's IQA processes lead to tangible organisational change. These actions demonstrate that IQA outcomes are used to ensure organisational arrangements remain fit for purpose. However, as highlighted under ISG 6, the Review Panel sees a significant potential for LAMSAMA to make more systematic and strategic use of IQA findings in implementing its Strategic Plan 2024-2028 and associated annual work plans. In particular, the Review Panel views that the agency would benefit from applying data analytics more extensively to analyse stakeholder feedback and translate these insights into strategic priorities and planned actions. Strengthening these linkages would support more evidence-informed planning, reinforce the feedback loop between IQA and strategic decision-making, support the continuous development of QA practices, and advance higher education in the natural and formal sciences. The Review Panel also considers that IQA could play a stronger role in evaluating and demonstrating the real impact of initiatives, rather than focusing predominantly on compliance monitoring. This includes greater consideration of the impact of systematic support and the development of approaches to assist in improving underdeveloped programmes.
126. Overall, the Review Panel finds that LAMSAMA has established transparent and effective IQA mechanisms that support continuous organisational learning and ensure that its structure, objectives, and activities remain responsive to the evolving higher education and policy context. Nevertheless, there is an opportunity to further strengthen the strategic value of IQA by moving beyond compliance checks and using its findings to directly inform strategic planning, consistent with ISG 13's expectations.

Recommendation:

- The Review Panel recommends that LAMSAMA strengthen the strategic role of its IQA by moving beyond compliance checks and using its findings to directly inform strategic planning and continuous improvement, so that accreditation results, stakeholder feedback,

and clear evidence of progress, including quality enhancement and improvements in the reduction of underdeveloped programmes, are systematically embedded into the Strategic Plan 2024-2028 and annual work plans.

ISG 14: External review of agencies

The quality assurance agency undergoes regular external reviews of its operations and engages proactively and constructively with the resulting recommendations and required actions.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

127. In accordance with Ministerial Regulation No. 5 of 2020, LAMSAMA is subject to annual external review by the Ministry through BAN-PT. This is accomplished through the submission of annual reports.
128. The annual reports affirmed LAMSAMA's compliance with ministerial requirements on the accreditation process in accordance with the Ministry's requirements, as well as its commitment to IQA. The number of study programmes accredited has met the planned targets and is within the established timeframe. BAN-PT also confirmed that the accreditation decision-making processes are independent, impartial, and transparent.
129. BAN-PT raised several concerns as cited in the three annual reports published on LAMSAMA's website. In response, LAMSAMA has established a Regulation on Organisational Structure and Governance, expanded the Accreditation Council membership, and restructured the Executive Board to strengthen governance and institutional effectiveness. In the area of human resources, LAMSAMA has introduced Guidelines for Human Resource Development and a Standard Operating Procedure for employee health and safety protection, as well as formalized remuneration arrangements for the members of Accreditation Council, Executive Board, and staff through LAMSAMA Decrees No. 010a/SK/LAMSAMA/IV/2024, 010b/SK/LAMSAMA/IV/2024, and 004/SK/LAMSAMA/IV/ 2024, respectively.
130. Additional enhancements include the introduction of additional eligibility requirements for reviewers, such as prior experience in leadership roles, preparation of asset-disposal procedures in anticipation of institutional relocation, and the achievement of degree programmes accredited that exceeded the 90% institutional target set. Regarding international recognition, LAMSAMA has been a full member of INQAAHE since 2024 and has expressed its intention to pursue alignment with the ISG.
131. The Review Panel acknowledges that BAN-PT's external review provides sustained oversight of LAMSAMA's governance, accreditation operations, operational performance, and IQA arrangements. The Review Panel confirms that the summaries of BAN-PT's findings are publicly available on LAMSAMA's website, thereby supporting transparency and public accountability.

132. Importantly, the Review Panel finds it compelling that LAMSAMA has responded constructively to the outcomes through a series of targeted improvement actions. However, consistent with the ISG 3's expectations, further attention should be given to clearly distinguishing governance, oversight, and operational responsibilities, including decision-making functions that reflect robust approaches to the *conflict-of-interest policy*, and a clear separation between the governance and operational activities of the agency.
133. In parallel, LAMSAMA has also taken deliberate steps to strengthen its international standing. The Review Panel regards LAMSAMA's application for external review against the ISGs to be strong evidence of organisational reflection, openness to external scrutiny, and commitment to continuous improvement.
134. Overall, the Review Panel concludes that LAMSAMA demonstrates an improvement-oriented organisational culture, engaging proactively with the outcomes of external reviews in a manner consistent with ISG 14's expectations.

ISG 15: Integrity and transparency

The quality assurance agency adheres to defined ethical and professional principles, supported by formal policies and procedures that ensure integrity is embedded in all aspects of its work.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

135. LAMSAMA's vision and values (integrity, professionalism, synergy, service, and perfection) reflect a clear commitment to ethical practice, integrity, and professionalism, providing a shared ethical foundation for all of the agency's activities, particularly in the conduct of QA and accreditation processes.
136. This commitment is operationalised through systematic training programmes for both staff and reviewers, which explicitly address expected ethical behaviours and professional standards. These training programmes form part of LAMSAMA's human resource development framework and cover roles and responsibilities in QA activities, ethical decision-making and professional conduct, confidentiality and data protection obligations, and the identification and management of conflicts of interest.
137. LAMSAMA has established a code of ethics and a code of conduct, set out in the Guidelines for the Management of Assessors and Validators and the Guidelines for Human Resource Development, which are publicly accessible to all staff, governing board members, and reviewers. The code establishes explicit expectations for professional behaviour, integrity, impartiality, respect, accountability, and transparency, and outlines acceptable and prohibited behaviours, as well as procedures for dealing with violations of ethical standards, ensuring that all individuals involved in LAMSAMA's work adhere to consistent ethical standards. These arrangements are reinforced by a formal SOP for handling public complaints.
138. The *conflict-of-interest* policy requires all staff, board members, and reviewers to make mandatory declarations. TEPs and reviewers must sign an integrity pact before and during QA activities. Identified conflicts are resolved through proportionate mitigation measures, including disqualification, reassignment, or other appropriate measures, with all cases documented to ensure transparency and auditability.
139. In addition, LAMSAMA enforces a strict confidentiality and data protection policy that governs the handling of sensitive institutional and personal information. Accredited data, documentation, and records are securely managed, with access restricted to authorised users only. The procedures explicitly address secure data collection, storage, access, sharing, and disposal, in compliance with applicable legal and regulatory requirements. All individuals engaged in LAMSAMA's activities are required to adhere to strict confidentiality obligations

to protect the integrity of the review process and stakeholders' rights. Additional details are provided under ISGs 3, 10, and 11 of this report.

140. The Review Panel finds that LAMSAMA's vision and values establish a clear ethical orientation that underpins all aspects of the agency's work. These values serve as a shared reference point and reflect an explicit commitment to integrity, professionalism, and accountability. This commitment is operationalised through systematic training and capacity-building programmes. The Review Panel considers this sustained emphasis on ethics in training to be an important mechanism for embedding ethical and professional consistency in accreditation work.
141. LAMSAMA's formal codes of ethics and conduct not only specify acceptable and prohibited behaviours but also outline procedures for addressing potential or actual breaches of ethical standards, reinforcing that ethical conduct is actively governed rather than assumed. These arrangements are further supported by a formal procedure for handling public complaints, providing an accessible accountability mechanism.
142. The Review Panel also considers *conflict-of-interest* management to be comprehensive and systematic. All cases are documented, supporting transparency and auditability, and strengthening trust in the fairness of accreditation outcomes (ISG 7). In addition, a robust confidentiality and data protection framework protects the integrity of review processes and stakeholders' rights. However, the Review Panel observes that the current policy does not clearly specify a mechanism through which TEPs may formally request the recusal of assigned reviewers where a perceived conflict of interest or concern about impartiality exists. During the site visit, the Review Panel discussed the issue of assessor recusal with stakeholders. It was noted that TEPs did not appear to be familiar with such procedures or the grounds on which they may base a request for recusal. The Review Panel believes that introducing a transparent and procedurally fair recusal request mechanism could further enhance institutional trust, perceived fairness, and confidence in LAMSAMA's accreditation process.
143. Overall, the Review Panel finds documentary evidence that LAMSAMA has embedded, operationalised, and monitored ethical and professional principles across its governance, operations, and QA activities, in line with ISG 15's expectation.

Suggestion:

- The Review Panel suggests that LAMSAMA introduce a transparent and procedurally fair recusal request mechanism to strengthen institutional trust, enhance perceived fairness, and build confidence in the accreditation process.

Sector Engagement and Enhancement

ISG 16: Stakeholder engagement

The quality assurance agency is aware of its stakeholder environment and proactively and strategically engages with a diverse range of stakeholders to support the development, implementation, and continuous improvement of its quality assurance activities, while advancing its

☐ Full Compliance
 ☒ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

144. LAMSAMA actively engages with a wide range of stakeholders to support the development, implementation, and continuous improvement of its QA activities, in line with the agency's mission. LAMSAMA's stakeholders include internal and external groups. Internal stakeholders include the Accreditation Council, Supervisory Board, Executive Board, staff, reviewers, and validators. External stakeholders are divided into two groups. The first group comprises stakeholders who use accreditation services, namely the TEPs and study programmes. The second group comprises stakeholders who contribute policy input, expertise, and user perspectives, including professional associations, LLDIKTI, graduate employers, the government, as well as international accreditation agencies and experts.
145. LAMSAMA integrates stakeholder input in the development and review of its QA processes and standards. Stakeholder engagement is embedded through structured consultations, socialisation activities, focus group discussions, and policy forums. Two examples were cited in the SED), including the socialization of IAPS 31 in Depok and a focus group discussion in Semarang. One key recommendation was the need for a stronger link between an Excellent accreditation rating and the recognition of graduate competencies, which has already been incorporated through the IAPS under Criterion 9.
146. In the refinement process from IAPS 1.0 to IAPS 3.1, LAMSAMA considered stakeholder input related to: (1) declining interest among prospective students in natural and formal sciences; (2) strengthening IQA systems within TEPs; (3) the learning process; and (4) the implementation of research results in industry and community service, particularly in relation to SDGs. The revised instrument also recognises diverse forms of learning. Surveys and feedback instruments are distributed to TEPs and reviewers. LAMSAMA also organises weekly online consultation sessions (see ISGs 7 and 8).
147. Engagement with professional associations in the natural and formal sciences provides expert insight into curriculum relevance, learning outcomes, and alignment with scientific and professional developments and needs, including MIPAnet, IndoMS, HKI, and HAGI, thereby enabling the integration of IT into accreditation functions (see ISG 13). Another

improvement proposed when the QA activities have completed one full cycle is to implement joint on-site assessments for multiple study programmes under a single TEP, as regulated by POS-LAMSAMA-AKR-0049. Inputs from government bodies, particularly the Directorate of Higher Education and LLDIKTI, ensure that accreditation policies, procedures, and criteria align with national higher education policies and support systemic quality improvement across TEPs. Details about LAMSAMA's international engagements are provided under ISG 17.

148. The Review Panel commends LAMSAMA for its proactive, systematic, and strategic engagement with a broad range of stakeholders. The agency demonstrates a clear understanding of its stakeholder environment and actively seeks their feedback through multiple, structured mechanisms. These mechanisms support meaningful two-way dialogue and have demonstrably informed QA developments, including the refinement of accreditation instruments, as well as the efficiency of QA processes. The Review Panel further notes positively that LAMSAMA's international engagement is beginning to take shape, providing opportunities to benchmark practice, collaborate, and strengthen its alignment with international QA developments.
149. At the same time, the Review Panel observes that there is currently limited formal involvement of students within LAMSAMA's QA activities. The Review Panel believes that introducing a more visible and structured mechanism for student engagement could further strengthen LAMSAMA's stakeholder engagement framework and better reflect the perspectives of learners affected by accreditation outcomes. During the site visit, the Review Panel notes that LAMSAMA's accreditation is highly valued by students, many of whom have expressed interest in being actively involved in the accreditation process. The Review Panel considers that LAMSAMA may benefit from exploring opportunities for meaningful and systematic student engagement. Students also suggested that LAMSAMA's accreditation certificates be issued in both English and Indonesian to improve accessibility and strengthen recognition across borders. Additionally, they highlighted the importance of promoting greater consistency in curriculum delivered across both private and public TEPs. The Review Panel notes that such feedback provides valuable stakeholder perspectives that may inform LAMSAMA's future activities.
150. The other aspect is reviewers' experiential feedback arising from their experience with TEPs and study programmes under assessment, which represents a valuable yet under-utilised resource. More formalised mechanisms for capturing, analysing, and feeding back their insights could provide important input for LAMSAMA's ongoing QA development. The Review Panel recommends developing and implementing a formal mechanism for collecting, analysing, and utilising stakeholders' feedback to inform and strengthen the agency's ongoing quality assurance development and continuous improvement efforts.
151. The Review Panel further encourages LAMSAMA to develop an ongoing, systematic engagement with TEPs that have underdeveloped programmes in the natural and formal sciences. Such an approach could support continuous improvement across the sector over time.

152. Overall, the Review Panel sees that LAMSAMA's stakeholder engagement is institutionalised, multi-level, and responsive, providing evidence that LAMSAMA values stakeholders' perspectives as a key driver of quality enhancement. Strengthening these engagements by considering student perspectives and structured reviewer input will help ensure that stakeholder engagement fully reflects the perspectives of all key constituencies affected by QA outcomes, consistent with ISG 16's expectations.

Commendation:

- The Review Panel commends LAMSAMA for its proactive, systematic, and strategic engagement with a broad range of stakeholders.

Recommendation:

- The Review Panel recommends that LAMSAMA develop and implement a formal mechanism for collecting, analysing, and utilising stakeholders' feedback to inform and strengthen the agency's ongoing quality assurance development and continuous improvement efforts.

Suggestions:

- The Review Panel suggests that LAMSAMA introduce a more visible and structured mechanism for student engagement, which could further strengthen LAMSAMA's stakeholder engagement framework and better reflect the perspectives of learners affected by accreditation outcomes.
- The Review Panel suggests that LAMSAMA develop ongoing systematic engagement with those TEPs with underdeveloped programmes in natural and formal sciences to support continuous improvement across the sector over time.

ISG 17: International engagement

The quality assurance agency engages internationally to support the development, implementation, and continuous improvement of its quality assurance activities.

☐ Full Compliance
 ☒ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

153. LAMSAMA has been progressively strengthening its internationalisation engagement as a strategic priority aligned with its vision and mission. Since attaining INQAAHE's full membership in January 2024, the agency has begun consolidating its international presence through the development of strategic partnerships, professional collaborations, and cross-border accreditation activities.
154. A notable milestone in LAMSAMA's internationalisation strategy is the cooperation agreement with Agência Nacional para a Avaliação e Acreditação Académica (ANAAA) of Timor-Leste. This partnership provides a formal arrangement for collaboration in program accreditation, reviewer training, sharing of best practices, and staff mobility. LAMSAMA has also initiated discussions with the National Standardisation Council of Thailand to explore potential joint accreditation activities. In addition, an MOU has been signed with Sakon Nakhon Rajabhat University, in which the university has expressed its intention to pursue LAMSAMA's accreditation for its study programmes in natural and formal sciences.
155. As an INQAAHE member, LAMSAMA participates in its international conferences, global forums, and knowledge-sharing platforms to gain access to international benchmarking opportunities and evolving QA methodologies. These activities support alignment with international standards while maintaining responsiveness to national regulatory requirements.
156. International expertise is also inherent in LAMSAMA's operations. Several of the agency's reviewers, including one of its Deputy Directors, are engaged with recognised international QA bodies such as the Accreditation Agency for Study Programmes in Engineering, Informatics, Natural Sciences, and Mathematics (ASIIN) and the Royal Society of Chemistry, contributing to enhanced methodological rigour and the integration of global perspectives within its accreditation processes.
157. Looking ahead, LAMSAMA has articulated clear intentions to expand and deepen its international engagement through participation in joint accreditation evaluations, collaborative QA projects, and staff exchange activities.
158. The Review Panel confirms that internationalisation is explicitly embedded within LAMSAMA's vision and Strategic Plan 2024-2028. The agency's attainment of full INQAAHE membership reflects a deliberate purpose to elevate itself and its QA work to an international

level. At the same time, the Review Panel appreciates LAMSAMA's realistic assessment of the practical challenges associated with internationalisation, including cultural, logistical, regulatory, and operational complexities, as well as the significant financial, human, and technological resources required.

159. The Review Panel considers LAMSAMA's internationalisation strategy appropriate but still at an early stage of implementation. Planned initiatives relating to joint and cross-border accreditation, collaborative QA projects, and staff exchange activities – if implemented as intended – would signal increasing organisational maturity in this area. The Review Panel recommends that LAMSAMA more clearly articulate and operationalise these initiatives within its Strategic Plan 2024-2028 and annual work plans, particularly regarding partnerships with ANAAA, the National Standardisation Council of Thailand, and Sakon Nakhon Rajabhat University. This should be supported by clearly defined objectives, measurable targets, and adequate financial, human, and technological resources. Benchmarking against comparable agencies and regional networks, while linking expected benefits to national priorities and impact, would further enhance the effectiveness of these initiatives.
160. In addition, the Review Panel appreciates that a substantial proportion of key documentary evidence has been made available in English. However, a review of the English-language version of LAMSAMA's website indicates that some key information and documents remain available only in Indonesian. To further advance its internationalisation objective and improve accessibility for international stakeholders, the Review Panel believes that it is important for LAMSAMA to gradually make its core policies, procedures, accreditation documents, and outcomes available in English.
161. ISG 17 requires an EQA to demonstrate international engagement that supports the development, implementation, and continuous improvement of its QA activities. The Review Panel recognises LAMSAMA's commitment to advancing its QA framework and notes that its pursuit of ISG alignment presents a valuable opportunity to further enhance its international engagement and visibility. The Review Panel emphasises that internationalisation should be viewed holistically and reciprocally. In addition to contributing to regional and international QA efforts, LAMSAMA also stands to benefit from the lessons learned by integrating internationally informed practices that can enhance its own QA framework and deliver tangible impacts to its core constituencies at the national level.

Recommendation:

- The Review Panel recommends that LAMSAMA more clearly articulate and operationalise its internationalisation initiatives within its Strategic Plan 2024-2028 and annual work plans. This should be supported by clearly defined objectives, measurable targets, and adequate financial, human, and technological resources. Benchmarking against comparable agencies and regional networks, while linking expected benefits to

national priorities and impact, would further enhance the effectiveness of these initiatives.

Suggestion:

- The Review Panel suggests that LAMSAMA further strengthen its internationalisation efforts by gradually providing its core policies, procedures, accreditation documents, and outcomes in English, thereby improving accessibility and engagement for international stakeholders.

ISG 18: Thematic analysis and guidance

The quality assurance agency prepares and disseminates thematic analyses and guidance documents to contribute to the enhancement of higher education and quality assurance.

☒ Full Compliance
 ☐ Substantial Compliance
 ☐ Partial Compliance
 ☐ Non-Compliance

162. LAMSAMA systematically uses accreditation data as a central evidence base for quality enhancement, policy development, and strategic planning. Between 2022 and 2025, thematic analysis of accreditation results has been embedded within its monitoring and evaluation processes, operationalised through annual work plans and budgets, and from 2024 onwards, aligned with its Strategic Plan 2024-2028.
163. This analytical approach prioritises system-level insights rather than individual study program scores or institutional ratings. By aggregating findings based on accreditation criteria and indicators, LAMSAMA identifies recurring issues, cross-cutting challenges, and structural weaknesses affecting study programmes, enabling targeted and evidence-informed quality improvement interventions.
164. A major and persistent theme identified is the decline in student demand for study programmes in the natural and formal sciences, as reflected in enrolment trends, intake sustainability, and progression rates. This trend raises concerns about study programmes' viability, disciplinary attractiveness, and the long-term development of the science-based workforce. Another significant theme concerns the difficulties many study programmes face in achieving Excellent accreditation status, particularly in relation to outcome-based indicators such as graduate employability, research outputs, and demonstrable impact.
165. Based on a thematic analysis of accreditation assessments of 302 undergraduate study programmes (2023-2025), LAMSAMA identifies strong performance across three criteria, namely governance and management, community engagement, and alignment with the institutional vision and strategy. At the same time, priority areas requiring attention include declining student interest, weak academic planning and evaluation capacity, limited external collaboration in research and *Tridharma* activities, underdeveloped program development plans, insufficient *Tridharma* outputs and outcomes, as well as teaching and learning process gaps.
166. These findings have been discussed with relevant professional associations, such as MIPAnet). To strengthen institutional capacity and support towards Excellent accreditation, LAMSAMA has developed and disseminated three guidance documents aimed at strengthening institutional capacity and enabling study programmes to achieve the highest accreditation status (Excellent). These guidance documents, disseminated to education

providers, promote the sharing of good practices and strengthen QA in emerging or challenging areas, including the guidance documents on establishing collaboration, improving student engagement, and the teaching and learning process. The development of these thematic reports and guidance documents has been informed by expert input and stakeholder consultation records.

167. Based on the documentary evidence, the Review Panel finds that LAMSAMA systematically undertakes thematic analysis of accreditation data and translates these insights into targeted guidance documents to support quality enhancement. The Review Panel notes that four overarching thematic dimensions – *Tridharma*, program development, TEPs, and government – have emerged from the analysis. The Review Panel sees that these evidence-based insights are being used to inform operational practices, strategic planning, and policy dialogue rather than functioning as an isolated analytical output.
168. The Review Panel further notes that LAMSAMA has moved beyond diagnostic analysis by producing practical guidance documents aimed at supporting institutional improvement. The Review Panel considers this to be a strong demonstration of LAMSAMA's commitment to translating analytical findings into actionable support for TEPs. The Review Panel also notes positively that these documents are informed by expert input and stakeholder consultation, reinforcing their relevance, credibility, and applicability. The Review Panel would like to commend LAMSAMA for the work that they have undertaken.
169. Several issues highlighted through thematic analysis are also reflected in the findings under ISG 6, leading the Review Panel to suggest a more explicit and systematic integration of thematic insights into LAMSAMA's Strategic Plan 2024-2028. The Review Panel considers that prioritising and translating the broader systemic issues, trends, or developments confronting higher education in the natural and formal sciences into strategic planning would significantly enhance the relevance and impact of LAMSAMA's QA activities.
170. With the thematic findings shared at the policy level, the Review Panel sees an opportunity for LAMSAMA to conduct more in-depth studies and system-wide analyses, incorporating feedback from both internal and external stakeholders, including students. The use of data analytics would further strengthen this work and deepen its analytical rigour. The Panel also suggests sharing the findings of these studies more widely, particularly with BAN-PT and the Ministry. There is an opportunity here to evolve into a think-tank – bringing different LAMs together to engage in structured conversations, using data as an evidence-based foundation for discussion.
171. Overall, the Review Panel considers LAMSAMA's practice to reflect a mature, evidence-based, and enhancement-oriented QA approach, which is consistent with ISG 18's expectations. By continuing to build analytical capability, LAMSAMA could enhance its role as a thought leader in QA, thereby contributing to its vision of becoming an internationally recognised accreditation agency. The Review Panel would like to reiterate that LAMSAMA has the potential to play a larger, more impactful role in advancing science, technology, and mathematics education at the national level.

Commendation:

- The Review Panel commends LAMSAMA for its effective use of thematic analysis findings to support continuous improvement across TEPs, particularly through the development of practical, stakeholder-informed guidance documents that translate evaluation outcomes into actionable enhancement measures.

Suggestion:

- The Review Panel suggests that LAMSAMA consider strengthening its role to evolve as a think-tank by undertaking more in-depth system-wide studies informed by stakeholder feedback and data analytics, and by sharing the resulting insights more broadly to support evidence-based dialogue, collaboration, and continuous enhancement across the sector.

Conclusions

Based on the findings presented in this report, in light of the documentary and oral evidence considered by the Review Panel, the Independent Accreditation Institution for Natural and Formal Sciences (LAMSAMA) is determined to be **Substantially Compliant** with the ISG.

The Review Panel found that the Independent Accreditation Institution for Natural and Formal Sciences (LAMSAMA) to be:

- Fully compliant with ISG [ISGs 1, 2, 4, 7, 8, 9, 10, 11, 12, 14, 15, and 18]
- Substantially compliant with ISG [ISGs 3, 5, 6, 13, 16, and 17]

Commendations

- **(ISG2)** The Review Panel commends LAMSAMA for developing its vision and mission through a consultative process, ensuring legitimacy, alignment with national policy, and external endorsement. Together, they provide a coherent framework that guides policy, operations, and strategic planning.
- **(ISG4)** The Review Panel commends LAMSAMA for maintaining a lean organisational structure, which enhances efficiency, facilitates clear communication, and supports agile decision-making while reinforcing operational coherence.
- **(ISG5)** The Review Panel commends LAMSAMA for the successful implementation of the SALAM platform, which enhances the efficiency, transparency, and effectiveness of the accreditation processes and contributes to stakeholder satisfaction.
- **(ISG5)** The Review Panel commends LAMSAMA for fostering a supportive and collaborative work environment and for the staff's proactive commitment to continuous improvement.
- **(ISG7)** The Review Panel commends LAMSAMA for its strong commitment to supporting stakeholders through a wide range of mechanisms, including training sessions, workshops, and twice-weekly online consultations with Executive Board members and staff. These support structures have proven highly effective in clarifying accreditation requirements, promptly resolving issues, and ensuring the smooth implementation of accreditation processes.
- **(ISG7)** The Review Panel commends LAMSAMA for establishing a well-structured and credible accreditation system that fosters trust, confidence, and satisfaction among stakeholders.
- **(ISG11)** The Review Panel commends LAMSAMA for its effective training process, which equips reviewers with the necessary skills and reinforces consistency and rigour across accreditation activities.
- **(ISG12)** The Review Panel commends LAMSAMA for publishing analytical summaries of aggregated accreditation outcomes, which contribute to a broader understanding of system-level quality trends. This practice enhances transparency and supports stakeholders in recognising sector-wide developments and progress.

- **(ISG16)** The Review Panel commends LAMSAMA for its proactive, systematic, and strategic engagement with a broad range of stakeholders.
- **(ISG18)** The Review Panel commends LAMSAMA for its effective use of thematic analysis findings to support continuous improvement across TEPs, particularly through the development of practical, stakeholder-informed guidance documents that translate evaluation outcomes into actionable enhancement measures.

Recommendations

- **(ISG3)** The Review Panel recommends that, to further strengthen governance, the roles of the Executive Board, Supervisory Council, Advisory Board, and Accreditation Council be more clearly defined within the revised Bylaws to prevent any conflicts of interest. Clear delineation of governance, oversight, and operational functions will strengthen accountability, provide greater transparency in decision-making processes, and enhance the effectiveness and integrity of the agency's governance processes.
- **(ISG5)** The Review Panel recommends that LAMSAMA implement a phased expansion of its staffing capacity, aligned with strategic priorities, workload demands, and projected growth, to strengthen its operational efficiency and long-term sustainability.
- **(ISG6)** The Review Panel recommends that LAMSAMA strengthen its Strategic Plan 2024-2028 by integrating impact analysis, forward-looking goals, and explicit alignment of its mission with strategic objectives. LAMSAMA should place greater emphasis on measurable outcomes and demonstrable impact by developing clear and outcome-oriented indicators aligned with the agency's thematic priorities.
- **(ISG6)** The Review Panel recommends that LAMSAMA incorporate risk analysis and mitigation strategies alongside its strategic objectives to support organisational resilience and proactive planning of emerging challenges and priorities.
- **(ISG13)** The Review Panel recommends that LAMSAMA strengthen the strategic role of its IQA by moving beyond compliance checks and using its findings to directly inform strategic planning so that accreditation results, stakeholder feedback, and clear evidence of progress, including quality enhancement and improvements in the reduction of underdeveloped programmes, are systematically embedded into the Strategic Plan 2024-2028 and annual work plans.
- **(ISG16)** The Review Panel recommends that LAMSAMA develop and implement a formal mechanism for collecting, analysing, and utilising stakeholders' feedback to inform and strengthen the agency's ongoing quality assurance development and continuous improvement efforts.
- **(ISG17)** The Review Panel recommends that LAMSAMA more clearly articulate and operationalise its internationalisation initiatives within its Strategic Plan 2024-2028 and annual work plans. This should be supported by clearly defined objectives, measurable targets, and adequate financial, human, and technological resources. Benchmarking against comparable agencies and regional networks, while linking expected benefits to national priorities and impact, would further enhance the effectiveness of these initiatives.

Suggestions

- **(ISG3)** The Review Panel suggests that LAMSAMA consider broadening stakeholder representation within its governance structure by including employers, alumni, and students. Greater stakeholder participation would contribute diverse perspectives to strategic decision-making and further strengthen the agency's transparency, independence, accountability, and responsiveness to the needs of the higher education sector.
- **(ISG5)** The Review Panel suggests that LAMSAMA explore integrating AI capabilities into the SALAM platform to further enhance its functionality and impact.
- **(ISG5)** The Review Panel suggests that LAMSAMA develop and implement a formal succession planning framework to support leadership continuity, organisational resilience, and the achievement of long-term strategic objectives as its responsibilities grow, particularly as activities expand nationally and across borders.
- **(ISG6)** The Review Panel suggests that LAMSAMA systematically embed thematic analyses (e.g., sectoral disparities, evolving demand, Generative AI, and data analytics) into its Strategic Plan 2024-2028 to better anticipate future trends and developments.
- **(ISG6)** The Review Panel suggests that LAMSAMA enhance the annual work plans by integrating stakeholder feedback and ensuring that resulting insights are clearly linked to its strategic priorities.
- **(ISG12)** The Review Panel suggests that LAMSAMA publish "case studies" outlining anonymous exemplary practices from programmes awarded Excellent status, to foster sector-wide learning and continuous improvement.
- **(ISG12)** The Review Panel suggests that LAMSAMA enhance transparency by introducing appropriately structured executive summaries of accreditation reports. These summaries could explain evaluation contexts, key judgments, and indicative strengths or areas for improvement in a straightforward and accessible manner. Such an approach would particularly benefit non-expert readers, including prospective students, parents, and other stakeholders making program-- or employment-choice decisions.
- **(ISG15)** The Review Panel suggests that LAMSAMA introduce a transparent and procedurally fair recusal request mechanism to strengthen institutional trust, enhance perceived fairness, and build confidence in the accreditation process.
- **(ISG16)** The Review Panel suggests that LAMSAMA introduce a more visible and structured mechanism for student engagement, which could further strengthen LAMSAMA's stakeholder engagement framework and better reflect the perspectives of learners affected by accreditation outcomes.
- **(ISG16)** The Review Panel suggests that LAMSAMA develop ongoing systematic engagement with those TEPs with underdeveloped programmes in natural and formal sciences to support continuous improvement across the sector over time.
- **(ISG17)** The Review Panel suggests that LAMSAMA further strengthen its internationalisation efforts by gradually providing its core policies, procedures, accreditation documents, and outcomes in English, thereby improving accessibility and engagement for international stakeholders.

- **(ISG18)** The Review Panel suggests that LAMSAMA consider strengthening its role to evolve as a think-tank by undertaking more in-depth system-wide studies informed by stakeholder feedback and data analytics, and by sharing the resulting insights more broadly to support evidence-based dialogue, collaboration, and continuous enhancement across the sector.

Annexes

Annex 1: Composition of the Review Panel

Siong Choy Chong (Chair), Professor and Executive Dean of the Faculty of Business and Law, Taylor's University, Malaysia

Sh. Lobna Al Khalifa (Member), Director, Higher Education & Vocational Institutions Performance Review, Education and Training Quality Authority, Kingdom of Bahrain

Karen Treloar (Secretary), Quality Assurance Specialist, Australia.

Dewin Justiniano (ISG Project Manager), INQAAHE.

Annex 2: Review Visit Agenda

Time	Activity
Day 1, 22 June 2026	
08:30	Arrival
08:30-09:00	Preparatory Meeting
09:00-10:00 (60 min)	Session 1: LAMSAMA Leadership Team
10:00-10:15	Coffee Break
10:15-11:15 (60 min)	Session 2: LAMSAMA's Governance
11:15-11:30	Transition/break
11:30-12:30 (60 min)	Session 3: LAMSAMA's Regulator
12:30-13:45	Lunch & Prayer
13:45-14:45 (60 min)	Session 4: Rectors and Senior Management Representatives from HE Institutions with Accreditation Experience
14:45-15:00	Transition/break
15:00-15:50 (40 min)	Session 5: Assessors
15:50-16:00	Transition/break
16:00-16:45 (45 min)	Session 6: Assessor Committees
16:45-17:00 (15 min)	Panel Internal Meeting Demo of SALAM System

Time	Activity
Day 2, 23 June 2026	
08:30	Arrival
08:30-09:00	Preparatory Meeting
09:00-10:30 (90 min)	Session 7: Staff related to EQA System and Administrative Staff
10:30-10:45	Coffee Break
10:45-11:45 (60 min)	Session 8: Internal Quality Assurance
11:45-13:30	Lunch break & Prayer
13:30-14:30 (60 min)	Session 9: External Stakeholders: Professional Associations, Graduates Users (Employers)
14:30-14:45	Transition/break
14:45-15:45 (60 min)	Session 10: External Relations
15:45-16:00	Transition/break
16:00-17:00 (60 min)	Session 11: External Stakeholders Student Representative
17:05-17:30 (30 min)	Panel Internal Meeting

Time	Activity
Day 3: 24 June 2026	
9:00	Arrival
09:00-09:30	Preparatory Meeting
09:30-10:30 (60 min)	Internal Meeting
10:30-10:40 (15 min)	Call back session
10:45-11:00	Transition/break
11:00-11:30 (30 min)	Oral Exit Report
11:30-13:00	Lunch and Prayer
13:30	Departure

Annex 3: Supporting evidence

Supporting evidence considered by the Review Panel included:

1. LAMSAMA ISG Self-Evaluation Report (SED), including all supporting documentation referenced throughout the SED, available in both the original Indonesian language and English translation.
2. Responses to clarification requests, together with the corresponding supporting documentation provided.
3. National regulations, comprising relevant Indonesian laws and ministerial regulations underpinning LAMSAMA's mandate and operations.
4. LAMSAMA's internal regulatory documents, including the Deed of Establishment and its amendments, organisational decrees and association regulations covering governance policies, human resource guidelines, cost standards, assessor/validator management procedures, and a set of Standard Operating Procedures (POS) covering decision-making processes, desk/on-site assessments, etc.
5. Operational modules and instruments, including the Annual Work Plan and Budget (RKAT) for 2022–2025, the IAPS 1.0 accreditation instrument and its assessment matrix, guidelines for preparing the Self-Evaluation Report (LED), Higher Education Performance Report (LKPS) templates, on-site/desk assessment guidelines, and other thematic guidance documents.
6. Institutional reports, including Financial Audit Reports (2022–2024), Internal Quality Assurance Reports, LAMSAMA Annual Reports (2022–2024), Facilities and Infrastructure Reports, Assessor Recruitment Reports, the INQAAHE Forum 2026 Report, and four thematic analytical reports covering *Tridharma* implementation, program development, resources and governance/QA.
7. Professional development and training certificates, showing staff participation in training programmes such as Basic Financial Accounting, Applied Tax (Brevet A&B), and PSAK 35 implementation.
8. Website-based public information, including the AD/ART bylaws, news articles on socialization events and international partnerships, audit opinions (2022–2024), the assessor database, lists of accreditation results, organisational structure, and vision/mission statements.

