

FDRE EDUCATION AND TRAINING AUTHORITY

Technical and Vocational Education and Training Institutions Institutional Quality Audit ADRI- Based Indicators

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Table of Contents

| | |
|--|-----------|
| ACRONYMS..... | ii |
| 1. Introduction | 1 |
| ADRI Dimensions..... | 2 |
| Approach..... | 2 |
| Deployment..... | 4 |
| Results..... | 5 |
| Improvement | 6 |
| Standard 1: Vision and Mission | 8 |
| Standard 2: Governance..... | 10 |
| Standard 3: Financial Management..... | 13 |
| Standard 4: Infrastructure and Training and Learning Resources | 16 |
| Standard 5: Trainers and Support staff | 19 |
| Standard 6: Trainee Admission..... | 22 |
| Standard 7: Trainee Support | 26 |
| Standard 8: Trainee Progression and Graduate Outcome | 29 |
| Standard 9: Program development and review | 32 |
| Standard 10: Learning Training and Teaching..... | 35 |
| Standard 11 Trainee Assessment | 39 |
| Standard 12: Research..... | 43 |
| Standard 13: Community Engagement | 47 |
| Standard 14: Industry Linkage..... | 50 |
| Standard 15: Incubation and Innovation | 53 |
| Standard 16: Internal Quality Assurance | 57 |

ACRONYMS

| | |
|----------------|---|
| AC | Academic council |
| ADRI | Approach Deployment Result Improvement |
| CPD | Continuous Professional Development |
| DC | Department Council |
| ETA | Education and Training Authority |
| TVETI | Technical Vocational Education and Training Institutions |
| HDP | Higher Diploma Program |
| HRM | Human Resource Management |
| IDP | Institutional Development Plan |
| ILR | Infrastructure and learning Resources |
| ILRM | Infrastructure and Learning Resource Management |
| KPI | Key Performance Indicator |
| MOU | Memorandum of Understanding |
| M&E | Measurement and Evaluation |
| SER | Self-Evaluation Report |
| SME | Small and Medium-sized Enterprises |
| TOR | Terms of Reference |
| TIMS | Trainee Information Management system |
| TVETI | Technical & Vocational Education and Training Institution |
| ILTRMS | Infrastructure Learning Training Resource Management System |

1. Introduction

This document serves as a comprehensive framework to guide the institutional quality audit process for Technical and Vocational Education and Training Institutions (TVETIs). It is designed to ensure a systematic, evidence-based evaluation of institutional quality in alignment with the standards and guidelines established by the Education and Training Authority.

The ADRI framework provides a robust methodology for assessing how institutions plan, implement, achieve, and sustain improvements in their quality assurance systems. By consolidating the ADRI indicators for each guideline under the established standards, it ensures a clear and consistent approach to the quality audit process. The ADRI indicators are designed to capture the core elements of institutional quality management and continuous improvement.

Purpose of the document

The purpose of this document is to provide a unified reference for applying the ADRI approach during institutional quality audits of TVETIs. Specifically, it aims to:

1. Ensure a standardized approach to assessing TVETIs by clearly defining ADRI indicators for each guideline, promoting consistency across institutional quality audits conducted by the Education and Training Authority (ETA).
2. Provide TVETIs and quality auditors with a clear understanding of the expectations for each standard and guideline, promoting transparency in the evaluation process.
3. Guide quality auditors in identifying, analyzing, and documenting evidence across the four dimensions of ADRI, enabling comprehensive evaluations.
4. Highlight areas for improvement within TVETIs, supporting institutions in their efforts to enhance quality assurance systems.
5. Establish a framework that ensures TVETIs meet national quality standards and contribute to the continuous enhancement of their quality assurance systems.

ADRI Dimensions

ETA's institutional quality audit uses the four phase model consists of Approach, Deployment, Results and Improvement.

Approach

The Approach phase, also known as the planning phase, focuses on defining the goals and objectives of a TVETI and outlining how it intends to achieve them. It reflects the institution's intentions and serves as a foundation for aligning actions with strategic priorities. In the context of a quality audit, the approach examines both the high-level vision and the detailed plans related to the topic under analysis. The approach can be framed through two guiding questions:

I. What is the TVETI proposing to do?

This question captures the institution's intentions across various levels, ranging from overarching strategies to specific operational actions. These intentions can take several forms, including: Mission Statement, Vision Statement, Core Values, Policies, Goals, Objectives, and Targets.

These various forms of intent are documented across multiple sources. To gain a complete understanding of the institutions approach, institutions must conduct a thorough review of relevant materials such as Strategic Plans, Operational Plans, Institutional Website and Insights gathered through discussions or interviews with key stakeholders. By carefully reviewing these sources, institutions can gain a comprehensive view of TVETI intentions. This broad understanding helps ensure that all planning elements align with the institution's mission and that any gaps or inconsistencies are identified during the audit process.

II. How is the TVETI Proposing to Achieve Its Goals?

Once the institution has defined its intentions through various statements of intent such as its mission, vision, and objectives, the next step is to determine how these goals will be achieved. This requires translating high-level intentions into actionable steps and practical mechanisms. The TVETI must put systems and processes in place that ensure effective execution. There are a number of mechanisms used for this purpose including the following: Policies, Strategies,

Operational Plans, Process Manuals, and budgets, Staff Training and Development and guidelines

By utilizing these mechanisms, an institution ensures that its intentions are not just theoretical but are translated into concrete actions. Each of these tools plays a unique role in the implementation process, working together to ensure the smooth and effective execution of the institution's plans. This structured approach helps align daily operations with the broader mission, vision, and objectives of the Institution, increasing the likelihood of achieving its intended outcomes.

The Approach dimension of ADRI should address at least the following basic questions:

- Does the TVETI have set of goals, objectives, strategies and targets that are clearly understood by the relevant stakeholders?
- Are the intentions consistent with external obligations (such as applicable laws)?
- Are the intentions set at an appropriate level, considering national and international expectations and benchmarks?
- Are multiple statements of intent (mission, goal, strategic objectives, and operational plan) on the same issue consistent with each other?
- Were the intentions developed using a robust planning process that involved the appropriate people and information?
- Have the risks associated with the intentions been identified, analyzed and appropriate responses (mitigation strategies) developed?
- Is progress against the intentions measurable? Have the systems for doing the measuring and reporting been established?
- Who is responsible for the statement of intent?
- Does everyone know what they are supposed to be doing, how and why (the rationale behind performing duties and responsibilities)?
- Are goals well supported with strategies, operational plans, manuals and training?
- Is the institution's resource allocation system properly aligned with its intentions?

The Approach is Just the Foundation, while the approach lays the groundwork for achieving objectives, it only reflects the institution's intentions and plans, and no results have been

achieved yet. Therefore, relying solely on the approach provides an incomplete picture of success. Internal evaluators and external quality auditors must remember that evaluating the approach alone won't reveal how effectively the plans have been executed or whether desired outcomes are on track.

Avoid Over-Reliance on a Single Statement of Intent: It is easy to base an audit on one primary document, such as a strategic plan, but this can be misleading. Statements of intent can exist at multiple levels and evolve over time. High-level strategic goals may trickle down into more detailed operational plans, with each layer adding nuance and meaning. Additionally, intentions might differ across departments, reflecting varied interpretations of the same objective.

Alignment with Previous Reviews and Improvement Plans: The institution's approach should be evaluated against past reviews and intended improvements to ensure that lessons from earlier assessments are being applied. Internal evaluators and external quality auditors must verify whether previously identified gaps and recommendations have been addressed, demonstrating progress and continuous improvement.

Deployment

Plans and objectives remain theoretical until they are translated into action. The deployment phase focuses on putting intentions into practice, ensuring that what is planned actually happens. This phase, often referred to as implementation or process execution, examines how well the institution's strategies and policies are carried out in real-life operations. Several approaches can be used to assess deployment. One of the most insightful methods is engaging directly with individuals involved in the process through interviews, focus groups, or departmental meetings. These conversations allow auditors to explore whether people's day-to-day experiences align with the official plans, policies, and guidelines. Gaps between what is planned and what is practiced can reveal areas where communication, coordination, or training may need improvement. Another essential aspect of deployment is ensuring that the necessary resources are available and meet the required standards. Auditors can verify whether the institution has deployed resources such as staff, equipment, and facilities according to the plans. It ensures that

intentions are not only well-documented but also implemented effectively, with aligned actions and adequate resources in place.

The Deployment dimension of ADRI should address at least the following basic questions:

- What does staff do?
- How do they know if they are doing the right job?
- Do all staff have the necessary authority and resources to deliver what is expected of them?
- Do they have the necessary skills and knowledge?
- Is the organizational structure a help or a hindrance to deployment?
- Are there appropriate indicators for monitoring the effectiveness of procedure, system and mechanisms as well as efficiency of processes? How are these reported and used?
- Are there appropriate means for intervening if necessary? How well do they work?
- Where the approach is deliberately not being followed, why not? How are changes to the planned processes managed?
- Are people allowed to contribute ideas?

Results

Assessing quality requires evaluating not just plans, inputs, and processes but also the outcomes achieved. Results are essential indicators of whether the institution's actions are effective and aligned with its goals. Each goal should be linked to a reported result, and every result should connect back to a specific goal. This ensures a causal relationship between approach, deployment, and outcome, avoiding random success and reinforcing the institution's understanding of how to influence future performance.

For a successful quality audit, the institution must show that the ADRI cycle is complete and effective. A well-executed cycle confirms that the institution's quality assurance and enhancement processes are working to improve outcomes. During the audit, the institution's processes for achieving objectives will be evaluated to determine if they meet specific standards

and guidelines. Institutions may use a variety of performance measures based on TVETI goals, including direct measures (e.g., graduation rates) or proxy evidence (e.g., employer satisfaction as an indicator of graduate attributes). Institutions ensure that the selected measures align with the objectives and are set at appropriate levels. The institution's performance is assessed against its own measures, with verification that it systematically collects and analyzes performance data to demonstrate the link between approach, deployment, and results.

Results can be either quantitative (numeric) or qualitative (descriptive). While not every result must be numerical, all results should be measurable to validate the effectiveness of the institution's system, mechanisms, procedures and processes. For some goals, aggregated results from multiple objectives may be presented, involving a mix of data types.

The Result dimension of ADRI should address at least the following basic questions:

- A. For each statement of intent (goals, objectives, targets etc.), what are the results?
- B. Can the Institution demonstrate exactly of how and why these results were achieved?
- C. Have the results been adequately contextualized? (E.g. using targets, trends and benchmarks)?
- D. What meaning/interpretation does the Institution derive from the results? (Effectiveness of system, process, mechanisms. Procedures)

Improvement

This dimension focuses on an TVETI's understanding of its own performance and its ongoing efforts to enhance that performance. It can be viewed as the 'quality enhancement' component of the ADRI framework, and it serves as a crucial distinction between Quality Audit and Standards Assessment. The core principle underlying this dimension is that a TVETI should engage in continuous evaluation of its activities and actively seek opportunities for improvement.

The Audit assesses whether the TVETI conducts regular evaluations of its performance to promote ongoing improvement. If the evidence gathered during the deployment phase indicates that certain objectives are not meeting expectations, the institution must demonstrate how it can modify its plans, policies, and procedures to address these shortcomings. Conversely, if objectives are being met, the TVETI must illustrate how it adapts these objectives to further

enhance Trainee learning quality. The Audit Exercise aims to verify that there are strong feedback mechanisms in place, allowing performance evidence to inform future planning and implementation strategies at the TVETI.

The Improvement dimension of ADRI should address at least the following basic questions:

- What data related to the TVETI's performance are regularly collected and reported?
- How is the validity of the data maintained? What procedures are in place for managing the data once collected?
- How is the Strategic Plan, along with other plans, regularly reviewed and updated?
- What specific review processes exist for the TVETI's key activities? How does the institution assess the effectiveness of these review processes?
- Is the culture of self-review, learning, and improvement integrated throughout the entire institution?
- Are all staff members empowered and encouraged to participate in continuous improvement efforts?
- What tangible changes or improvements have resulted from the established review processes

Standard 1: Vision and Mission

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| 1.1. | The TVETI established planning process to define its strategic intents ensuring a mechanism for stakeholders' participation, in alignment with its differentiation and national priorities and approved by the governing body. | TVET proclamation (consulted), Legislation, planning documents, directives, guidelines, strategic plan and policy documents |
| | The TVETI designed a mechanism to communicate its strategic intents to its stakeholder | Communication strategy and communication plan |
| 1.2. | The TVETI formulate a mechanism to ensure strategic goals and objectives emanate from its mission and align with its activities | Strategic plan and operational plan |
| | The TVETI established a mechanism to mainstream major cross-cutting issues in its functional units. | Strategic and operational plan |
| 1.3. | The TVETI devised a mechanism to regularly monitor the effectiveness of its strategic intent formulation process using pre- defined KPIs. | M&E framework on strategic plan |
| | The TVETI devised a mechanism to assess the attainment level of its strategic intent using KPI | Strategic and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|--|
| 1.4 | The TVETI has clear and realistic vision, mission and goals aligned with its differentiation, developed with the participation of key stakeholders and approved by governing body | Strategic documents (legislation, strategic plan, etc.) minute of meetings, attendance, letter of invitation and feedbacks incorporated in the purpose |

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| | The TVETI's vision, mission and core values consistently appeared across strategic documents and are communicated to stakeholders | Strategic plan, legislation, directives, guidelines, manuals, website, flayers, induction package, trainee hand book and billboard |
| | The TVETI clearly defined its goals, objectives and activities aligned with its mission | Strategic and operational plan |
| | The TVETI mainstreamed major cross-cutting issues in to relevant functional units. | Strategic plan, legislation, directives, guidelines, manuals, organizational structure and job descriptions |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its strategic intents and distributed to its stakeholder | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its strategic intent formulation process using pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|---|
| 1.5 | The TVETI demonstrated measurable result that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of strategic goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|--|
| 1.6. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its strategic intents | Performance report and documented evidences on data validation on the attainment of strategic intent |
| | The TVETI uses findings from regularly conducted standardized Trainee and staff satisfaction surveys to inform decision-making and improve its strategic intents | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its strategic and operational plan | Previous vs updated strategic and operational plan |
| | The TVETI demonstrated tangible changes or improvements on strategic intents resulted from the established review processes | Documented evidences of changes or improvements on strategic intents resulted from review processes |

Standard 2: Governance

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| 2.1. | The TVETI developed governance goals, policies, and SMART objectives aligned with regulatory policies, with stakeholder participation, established a communication strategy. | Strategic plan, HRM policy and guideline, financial policy, procurement policy, assessment policy, quality assurance policy, project policy, research and community engagement policy, guidelines, manuals, ToR, attendances and invitation letters |
| 2.2. | The TVETI created a structure aligned with its mission, defined roles and responsibilities and formed committees with defined terms of reference. | Job description, human resource manual, appointment letters, communication plan and committee structure |

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| | The TVETI established merit based, inclusive and non-discriminatory leadership Policy | Documented evidences on affirmative action, minutes and leadership composition |
| | The TVETI established a mechanism to ensure accountability, transparency, and participation, with roles and responsibilities aligned to the required authority. | Job descriptions, committee TOR, trainee and staff hand book, stakeholder consultation plan, AC and DC committee structure |
| 2.3. | The TVETI developed policy for grievance, appeal and discipline handling | Federal civil servants proclamation (consulted), legislation, minutes and discipline committee ToR, |
| 2.4. | The TVETI developed a risk management policy, plan and mitigation strategy | Management policy, mitigation strategy, risk assessment document and risk mitigation plan |
| 2.5. | The TVETI devised a mechanism to regularly monitor the effectiveness of its governance system using pre-defined KPIs. | M&E framework for governance system |
| | The TVETI in placed a system to review the effectiveness of its governance system | Strategic and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-------------------------|--|---|
| 2.6. | The TVETI allocated human resources and budget for its structure and disseminated its governance policy and roles and responsibilities to stakeholder. | Staff profile, job description, budget breakdown, office, assignment letters, minutes meeting, website, memos and notice, HRM policy and guideline, financial policy, ToR, attendances and invitation letters |
| | The TVETI promoted its staff based on merit and inclusive and non-discriminatory manner | Documented evidences on affirmative action taken, leadership composition and staff profile |
| | The TVETI demonstrated transparency, accountability, and participation in decision-making at all levels with roles and responsibilities aligned with the required authority. | Minutes of meetings, documented evidence on measures taken, endorsement procedures, AC and DC committee minutes |
| | The TVETI ensured grievance, appeal and disciplinary cases were settled as per the | Minutes of meetings and cases resolved |

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| | policy and guidelines | |
| | The TVETI identified potential risks and mitigated proactively as per the plan | Performance report on risk management |
| | The TVETI regularly conducted Trainee and staff satisfaction survey on its governance and distributed to its stakeholder | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its governance system using pre-defined KPIs. | M&E report, performance reports, Trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| 2.7. | The TVETI demonstrated measurable result of governance goals that has causal relationship with the approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of governance goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|--|
| 2.8. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its governance goals | Performance report and documented evidences on data validation on the attainment of governance goals |
| | The TVETI uses findings from regularly conducted standardized Trainee and staff satisfaction | Documented evidence on action taken on the annual staff and Trainees satisfaction survey result |

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| | surveys to inform decision-making and improve its governance | |
| | The TVETI regularly reviewed and updated its governance system | Stakeholder satisfaction, staff retention, budget utilization, decreased grievance rate, representative leadership composition etc. |
| | The TVETI demonstrated tangible changes or improvements on its governance system resulted from the established review processes | Documented evidences of changes or improvements on governance system resulted from review processes |

Standard 3: Financial Management

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|---|
| 3.1. | The TVETI established a finance policy aligned with national regulations and international principles, created mechanisms to involve stakeholders | Consulted (relevant national policy), financial policy, stakeholder engagement plan and budget plan |
| | The TVETI established a mechanism to communicate its financial policy to its stakeholder. | Communication plan and strategy |
| 3.2. | The TVETI developed mechanisms to diversify funding sources for financial sustainability, ensure appropriate budget allocation between core and support functions, and a mechanism that guarantee transparency and accountability in the budgeting process. | Strategic plan, fund mobilization plan, income generating plan, budget breakdown approval process and internal financial audit plan |
| | The TVETI developed procurement procedure to ensure transparency and accountability | Procurement procedure and guideline and digital procurement system |
| 3.3. | The TVETI developed internal financial audit procedures that is in line with the national financial audit requirement | Consulted national financial audit policy, internal financial audit guideline, organogram, legislation, roles and responsibilities |

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| 3.4. | The TVETI devised a mechanism to regularly monitor the effectiveness of its financial management system using pre-defined KPIs | M&E framework for financial management system |
| | The TVETI in placed a system to review the effectiveness of its financial management system | operational plan and strategic plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|--|
| 3.5. | The TVETI engaged stakeholders in the financial policy formulation process, allocated resources for its financial management system, and communicated the policy to its stakeholders. | Minutes of meeting, invitation letter and attendance, collected stakeholder feedback, office, budget and assigned personnel, website, financial policy, training, induction package and feedbacks incorporated in the policy |
| | The TVETI diversified its funding sources to ensure financial sustainability, allocated appropriate budget between core and support functions, and involved various stakeholder in the budget planning and decision-making process. | Identified financial sources and integrated into the institution's budget, grants, donations, partnerships, proportion of the total budget allocated to research, teaching learning, community service, minutes of meetings and of workshop proceeding |
| | The TVETI allocated resource and conducted internal financial audit | Office, job description, budget, internal financial audit report |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its financial management and distributed to its stakeholder | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its financial management system using pre-defined KPIs. | M&E report, performance report, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|--|
| 3.6. | The TVETI demonstrated measurable result of financial management goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of financial management goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|---|
| 3.6. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its financial management goals | Performance report and documented evidences on data validation on attainment of financial management goals |
| | The TVETI uses findings from regularly conducted standardized Trainee and staff satisfaction surveys to inform decision-making and improve its financial Management system | Documented evidence on action taken on the annual staff and Trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its financial management system | Improved budget utilization, system update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its financial management system resulted from the established review processes | Documented evidences of changes or improvements on financial management system resulted from review processes |

Standard 4: Infrastructure and Training and Learning Resources

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|--|
| 4.1. | The TVETI established a comprehensive asset management policy, and system detailing procedures for the acquisition, utilization, retention, maintenance, upgrading and updating of infrastructure and learning resources taking in to account regulatory requirements ensuring participation of stakeholders | Asset management policy, guideline, maintenance manual, procurement proclamation and stakeholder engagement plan |
| | The TVETI devised a mechanism to communicate the asset management policy to stakeholders | Communication plan and strategy |
| 4.2. | The TVETI set criteria for aligning resources with curriculum requirements and diverse Trainee s need | Resource management and allocation guidelines, records of curriculum review processes showing resource alignment |
| | The TVETI developed a mechanism to ensure learning resources and facilities are accessible, safe, functional, and adhere to health and safety regulations | Resource utilization guideline and national health and safety policies |
| | The TVETI developed guidelines to integrate emerging technology into learning and established mechanisms and digital platforms to enhance digital and technology-supported education. | Technology integration guideline and interactive digital platforms |
| 4.3. | The TVETI established an inventory management system and central data base to track learning resources, to identify underuse or overuse and track lifecycle of all infrastructure and learning resources. | Inventory management system and preventive maintenance schedule |
| 4.4. | The TVETI established a process for conducting safety inspections by certified professionals, outlining inspection schedules, standards, and procedures for identifying and mitigating hazards. | Safety inspection policy and consulted national policy pertinent to safety |
| | The TVETI designed mechanisms to maintain up-to-date records of learning resources, ensure TVETI proper maintenance, and oversee TVETI calibration to | Digital and/or manual recording platform (formats, database), |

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| | support optimal functionality. | maintenance plan, calibration plan |
| 4.5. | The TVETI developed an integrated waste management policy promoting reduction, reuse, and recycling, and devised a procedure for waste segregation and disposal in compliance with environmental regulations. | Waste management policy and plan |
| 4.6. | The TVETI devised a mechanism to digitalize its core, support, control, strategic, operational, and cross-cutting functions | Strategic plan, ICT policy and strategy and operational plans |
| 4.7. | The TVETI devised a mechanism to regularly monitor the effectiveness of its ILTRMS using pre-defined KPIs. | M&E framework for ILTRMS |
| | The TVETI in placed a system to review the effectiveness of its ILTRMS | Strategic plan, operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|--|
| 4.8. | The TVETI involved relevant stakeholders in the infrastructure and learning resource management policy formulation process, communicated its asset management policy to stakeholders, and allocated appropriate resources to execute the asset management plan. | Letter of assignment, job description, allotted budget, invitation letters, minutes of meeting, workshop attendance, workshop proceeding, website and feedbacks incorporated in the policy |
| | The TVETI aligned resources with curriculum requirements and diverse Trainee needs | Curricula and resource alignment evidence |
| | The TVETI ensured learning resources and facilities are accessible, safe, and functional, adhering to health and safety regulations | Feedback from users, satisfaction survey, health and safety report on infrastructure and learning resource etc. |
| | The TVETI integrated emerging technology into infrastructure and learning resources and implemented digital technology-supported education. | Evidences on technology integration and interactive digital platforms |
| | The TVETI implemented an inventory management system and central data base | Asset management database, inventory management report and |

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| | tracked learning resources, identified underuse or overuse resources and tracked lifecycle of infrastructure and learning resources. | resource utilization report |
| | The TVETI tracked the condition, usage, and lifecycle of infrastructure and learning resources, scheduled and carried out preventive maintenance. | Reports on maintenance and inventory analysis report |
| | The TVETI conducted safety inspections by certified professionals, maintained up-to-date records, and calibrated learning resources. | Safety inspection reports, digital and/or manual records, maintenance report, calibration report |
| | The TVETI digitalized/automated its core, support, control, strategic, operational, and cross-cutting functions. | Digitalized/automated tools and platforms such as learning management system, Trainee admission and support system, financial management system, inventory management system and HRIMS etc. |
| | The TVETI installed waste treatment facilities | Waste treatment report |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its Infrastructure and Learning resources and distributed to its stakeholder | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its ILTRMS using pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|--|
| 4.9. | The TVETI demonstrated measurable result of ILRM goals that has causal relationship with the approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of ILRM goals and objectives, against established targets, trends, and benchmarks. | Continuous Performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|--|
| 4.9. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its ILTRMS goals | Performance report and documented evidences on data validation on attainment of ILTRMS goals |
| | The TVETI uses findings from regularly conducted standardized Trainee and staff satisfaction surveys to inform decision-making and improve its ILRM | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its ILTRMS System | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its ILTRMS system resulted from the established review processes | Documented evidences of changes or improvements on ILTRMS system resulted from review processes |

Standard 5: Trainers and Support staff

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|--|
| 5.1. | The TVETI formulated HRM policies and procedures in alignment with regulatory policies, its mission and strategic objectives for staff recruitment, appointment, promotion, and development and established mechanisms to involve stakeholders in HRM policy formulation. | HRM policy, legislation, TVETI proclamation and civil servant proclamation, stakeholder engagement plan, HRM policy development plans etc. |
| | The TVETI developed a communication strategy to disseminate HRM policies and procedures to stakeholders and communicated staff rights, roles, and responsibilities. | Communication plan and strategy |

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| 5.2. | The TVETI Devise a mechanism to conduct periodic human resource needs analysis and staff retention. | Periodic human resource needs analysis plan, workload analysis, staff retention plan, benefit and incentive package policy etc. |
| 5.3. | The TVETI defined key performance indicators for staff performance appraisal, developed a monitoring and evaluation mechanism, and created professional development and capacity-building plans for trainers and support staff. | Performance appraisal tools, HRM monitoring and evaluation procedure, CPD plan and capacity building plan |
| 5.4. | The TVETI's HRM policies and procedures promote equity, affirmative action, and inclusive leadership to address gender disparity and underrepresentation in selection, recruitment, promotion, and development. | HRM policy, consulted (gender specific national policy and civil service commission directive), provision on affirmative action, etc. |
| 5.5. | The TVETI devised a mechanism for handling disciplinary cases, established a fair and transparent appeal system with clearly defined procedures, and developed a code of conduct for its staff, | Appeal hearing committee ToR, appeal guideline, staff code of conduct directive, senate legislation, HRM policy, appeal procedure manual, committee structure and minutes of meetings |
| 5.6. | The TVETI devised a mechanism to regularly monitor the effectiveness of its HRM system using pre-defined KPIs | M&E framework for HRM system |
| | The TVETI in placed a system to review the effectiveness of its HRMS | Strategic and operational plans |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|---|
| 5.7. | The TVETI recruited and appointed staff, conducted inductions, promoted employees, and aligned its HRM policies with the institutional mission. It also provided professional development for trainers and clearly communicated policies, procedures, duties, and | Minutes of meeting of recruitment committee, application letters with credential, allocated budget, promotion committee minutes and job description |

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| | responsibilities to its staff. | |
| 5.8. | The TVETI collected and analyzed data on HR needs, implemented a staff retention plan, monitored and evaluated performance against KPIs, and provided capacity-building for support staff. | HR needs assessment and work load analysis, financial and non-financial incentive and benefit package offered, performance appraisal report, short term and long term training evidences and exposure visit evidences |
| | The TVETI promoted gender equity in recruitment, selection and leadership, and addressed disciplinary and appeal cases while communicating the code of conduct to staff. | Minutes of meeting, records of resolved cases and affirmative actions taken on recruitment, selection and promotion |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its HRM and distributed to its stakeholder | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its HRMS using pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-------------------------|---|---|
| 5.9. | The TVETI demonstrated measurable result of HRM goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of HRM goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|--|
| 5.10. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its HRM goals | Performance report and documented evidences on data validation on attainment of HRM goals |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision-making and improve its HRM | Documented evidence on action taken on the annual staff and Trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its HRM System | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its HRM system resulted from the established review processes | Documented evidences of changes or improvements on HRM system resulted from review processes |

Standard 6: Trainee Admission

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-------------------------|--|---|
| 6.1. | The TVETI formulated a trainee admission policy and procedure in line with regulatory requirements, involving relevant stakeholder in its development, communicating the policies to them, and ensuring the procedure that takes diversity into account. | provisions in the legislation on trainee transfer and registrar guideline, trainee admission policy, policy provision on trainee retention and trainee mobility, stakeholder engagement plan, communication strategy, trainee orientation guideline, policy provisions on diversity and admission endorsement committee ToR |
| 6.2. | The TVETI devised mechanisms to verify the authenticity of trainee credentials, integrated TIMS with Education Assessment Examination Service (EAES) database to ensure only eligible trainees are admitted | Credential authentication verification manual, admission endorsement committee ToR. |
| 6.3. | The TVETI established procedures to ensure consistent admission practices across campuses, implemented a system to securely store trainee records, maintained both hard and soft copies of credentials, and set up a backup mechanism. | System security certificate, TIMS, conditioned room, server |
| 6.4. | The TVETI established an appeal system with clear procedure for Trainee admission | Appeal hearing committee ToR, appeal procedures, appealing formats |
| 6.5. | The TVETI devised a mechanism to regularly monitor the effectiveness of its trainee admission system using pre-defined KPIs | M&E framework for trainee admission system |
| | The TVETI in placed a system to review the effectiveness of its trainee admission system | Strategic and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|--|
| 6.6. | The TVETI allocated resources for trainee admission activities, involved relevant stakeholder in policy formulation, communicated admission policies to stakeholder, and admitted trainees from multicultural backgrounds, including those with special needs. | Registrar office, budget, letter of assignment, job description, minutes of meeting, invitation letters, attendance, stakeholder feedback, trainee handbook, posters, website, media, and feedbacks incorporated in the policy |
| | The TVETI verified the authenticity of trainee credentials, admitted trainee according to admission requirements, followed the trainee mobility policy for transfer admissions, and endorsed accepted Trainee s. | Verified credentials, Trainee records, trainee admission endorsement committee minutes, transferred trainee's profile and admission endorsement committee minutes of meetings |
| 6.7. | The TVETI utilized the EAES integrated SIMS, adhered to consistent admission procedures across its campuses, securely stored trainee credentials in both hard and soft copies, deployed a backup mechanism | System generated report on verified credentials, records of trainee's profile across campuses, trainee record in hard and soft copy, conditioned room and backed up trainee file |
| | The TVETI handled trainee appeal in the admission process. | Appeal hearing committee minutes and resolved cases |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its trainee admission system and distributed to its stakeholder | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its trainee admission system using pre-defined KPIs. | M&E report, performance reports, Trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|--|
| 6.8. | The TVETI demonstrated measurable result of trainee admission goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of trainee admission goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|--|
| 6.9. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its trainee admission goals | A performance report and documented evidence on data validation regarding the achievement of trainee admission goals. |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision-making and improve its trainees admission system | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its trainee admission system | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its trainee admission system resulted from the established review processes | Documented evidences of changes or improvements on trainee admission system resulted from review processes |

Standard 7: Trainee Support

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|--|
| 7.1. | The TVETI formulated an inclusive trainee support policy and procedure in line with regulatory requirements and devised a mechanism to involve relevant stakeholder in its development. | Trainee support service policy, trainee hand book, provision in senate legislation, consulted relevant policies and proclamation and stakeholder engagement plan |
| | The TVETI established a mechanism to accommodate trainees with physical challenges and special needs, while also developed a strategy to effectively communicate its trainee support service policy to relevant stakeholders. | Trainee support service policy and guidelines, communication strategy and plan, provision in senate legislation and trainee handbook |
| 7.2. | The TVETI established a mechanism to provide trainee academic advisory service. | Advisory service manual and consultation hours schedule |
| | The TVETI in placed a mechanism to provide trainees with extracurricular activities, health care, guidance and counselling services. | Extracurricular service manual, health care service manual, service delivery schedule, guidance and counselling service guideline |
| | The TVETI established a system to provide career, employment and entrepreneurship training for its trainees. | Career training manuals and entrepreneurship training manuals |
| | The TVETI developed a mechanism to review and analyze exit exam results to identify trends and support programs targeted to enhance trainee preparedness for the national exit exam. | Exit exam trend analysis plan, review committee ToR, tutoring and counselling guideline and schedule |
| 7.3. | The TVETI established a procedure for handling appeal and grievance on trainee support services. | Appeal and grievance handling manual and committee ToR |
| 7.4. | The TVETI devised a mechanism to regularly monitor the effectiveness of its trainee support system using pre-defined | M&E framework for trainee support system |

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| | KPIs | |
| | The TVETI in placed a system to review the effectiveness of its trainee support system | Strategic and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|---|
| 7.5. | The TVETI involved relevant stakeholders in policy formulation, communicated the policy to stakeholders, allocated resources and provided facilities and services for physically challenged and special needs trainees. | Office, letter of assignment, job description, minutes of meeting, invitation letters, attendance, stakeholder feedback, hearing aid material, brail, sign post, trainee handbook and feedbacks incorporated in the policy document |
| | The TVETI provided trainee academic advisory service. | Advisory service report |
| | The TVETI engaged trainees in extracurricular activities, provided healthcare, guidance and counselling services, and offered career, employment and entrepreneurship training. | Extracurricular activity reports, health care unit reports, guidance and counselling reports and career, employment and entrepreneurship service report |
| | The TVETI handled appeal and grievance on trainee support services. | Minutes of committee meeting, submitted grievance letters, evidences on resolved cases |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its trainee support system and distributed to its stakeholder | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its trainee support system using pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-----------------------------|--|---|
| 7.6. | The TVETI demonstrated measurable result of trainee support goals that has causal relationship with the approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of trainee support goals and objectives against established targets, trends, and benchmarks. | Continuous performance trend analysis |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-----------------------------|--|--|
| 7.7. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its trainee support goals | Performance report and documented evidences on data validation on attainment of trainee support goals |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision-making and improve its trainee's support system. | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its trainee support system | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its trainee support service management system resulted from the established review processes | Documented evidences of changes or improvements on trainee support service management system resulted from review processes |

Standard 8: Trainee Progression and Graduate Outcome

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|---|
| 8.1. | The TVETI formulated trainee progression and graduate outcome policies and procedures that align with regulatory requirements, with stakeholder participation. | Trainee progression and graduate outcome policy, trainee hand book, registrar manual, legislation, minutes of meeting |
| | The TVETI established a communication strategy to disseminate its trainee progression and graduate outcome policy to relevant stakeholder | Communication strategy, orientation plan on program choice, legislation trainee handbook, website |
| 8.2. | The TVETI developed a centralized tracking system with specific functions for monitoring semester registration, course enrolment, grading, and progression patterns of each trainee . | Trainee progression tracking platform/ system software |
| | The TVETI established an alert mechanism within the system to flag trainees at risk of not progressing on time, ensuring early intervention. | Trainee progression tracking platform |
| 8.3. | The TVETI developed guidelines for conducting and reporting tracer studies, organizing alumni events, creating networking opportunities, and engaging alumni in institutional initiatives. | Tracer study guideline, alumni management guideline |
| | The TVETI created an alumni tracking system to maintain contact and track career progression, and established a mechanism to analyze and interpret alumni involvement, including their engagement and contributions to key institutional activities. | Alumni tracking system, alumni engagement reporting mechanism |
| 8.4. | The TVETI established a transparent appeals process on trainee progression with required documentation. | Appeal procedures on trainee progression, appeal hearing committee ToR, appeal formats |
| | The TVETI developed a communication strategy on appeal procedure regarding trainee progression | Trainee handbook, website |
| 8.5. | The TVETI devised a mechanism to regularly | M&E framework for trainee |

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| | monitor the effectiveness of trainee progression and graduate outcome management system using pre-defined KPIs | progression and graduate outcome system |
| | The TVETI in placed a system to review the effectiveness of its trainee progression and graduate outcome management system | Strategic and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|---|
| 8.6. | The TVETI involved relevant stakeholders in the trainee progression and graduate outcome management policies formulation, communicated and implemented the policies | Trainee progression reports, tracer study documents, alumni engagement reports, AC, DC minutes of meeting, invitation letters, attendance, legislation trainee handbook, website and feedbacks incorporated in the policy document, |
| | The TVETI deployed a tracking system to monitor course enrolment, grades, and progression patterns, and identified at-risk trainees using an alert mechanism. | Trainee progression tracking platform, system generated report, data on trainees at risk of progression |
| 8.7. | The TVETI conducted survey on alumni career progression, tracked trainees eligible for further education and engaged them in different institutional initiatives. | Organized alumni events, alumni engagement evidences, established alumni networking, tracer study report on alumni success rate in CoC |
| | The TVETI communicated and deployed its appeal procedure regarding Trainee progression | Trainee hand book, trainee portal, appeal hearing committee minutes, filled out appeal forms |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its trainee Progression and graduate Outcome system and distributed to its stakeholder. | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its trainee progression and graduate outcome management | M&E report, performance reports, trainees and staff |

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| | system using pre-defined KPIs. | satisfaction survey report |
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III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| 8.8. | The TVETI demonstrated measurable result of trainee progression and graduate outcome goals that has causal relationship with the approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating the attainment of its trainee progression and graduate outcome goals and objectives, against established targets, trends, and benchmarks. | Continuous Performance trend analysis |

IV Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|---|
| 8.9. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its trainee progression and graduates outcome goals | Performance report and documented evidence on data validation regarding the attainment of trainee progression and graduate outcome goals. |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision-making and improve its trainee progression and graduate outcome system. | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its trainee progression and graduate outcome management system | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |

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| | The TVETI demonstrated tangible changes or improvements on its trainee progression and graduate outcome management system resulted from established review processes | Documented evidences of changes or improvements on trainee progression and graduate outcome management system resulted from review processes |
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Standard 9: Program development and review

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|---|
| 9.1. | The TVETI developed a comprehensive policy and set of guidelines outlining the process for program design, development, approval, and revision that align with regulatory requirements and national priorities | TVET proclamation, directives, national policies, program design, development and revision guideline, TOR of curriculum design and review committee |
| | The TVETI established a mechanism to involve relevant stakeholders in the formulation of program design, development, and revision guidelines, and developed a communication strategy to disseminate the policy | Program development plan, stakeholder engagement plan and communication strategy |
| 9.2. | The TVETI developed a program need assessment guideline that takes in to account national priorities, indigenous knowledge and 21st century skills | Program need assessment plan, program need assessment guideline |
| | The TVETI established feedback collection mechanisms to gather from current trainees, alumni, industry partners, and faculty | Program need assessment plan, program need assessment guideline |

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| 9.3. | The TVETI developed a mechanism to verify that sufficient resources are available prior to designing and reviewing programs | Program need assessment plan and program need assessment guideline |
| 9.4. | The TVETI devised a mechanism to regularly monitor the effectiveness of program design, development and review procedure using pre-defined KPIs | M&E framework for program design, development and review procedure |
| | The TVETI in placed a system to review the effectiveness of program design, development and review procedure. | Strategic and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-------------------------|--|---|
| 9.5. | The TVETI involved relevant stakeholder in its program design, development, approval and revision guidelines formulation process, deployed these guidelines | Minutes of meetings of curriculum design, development and revision committee, approved program curricula, attendance, invitation letter, validation workshop preceding and feedbacks incorporated in the policy document, |
| | The TVETI communicated its program design, development and revision guideline to its relevant stakeholders | Training, website and legislation |
| | The TVETI conducted a program needs assessment based on the guideline and integrated indigenous knowledge, communication, critical thinking, collaboration, creativity, and problem-solving skills into its curricula. | Need assessment documents, workshop proceeding, attendance and curricula. |
| | The TVETI ensured the availability of sufficient resources prior to program design, development, approval and | Program staff profile, learning resource review evidence, department budget review |

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| | revision process | evidences. |
| | The TVETI developed, revised and approved its programs based on its program development and revision guideline | Curricula, workshop proceedings, letter of invitation |
| | The TVETI collected Feedback on its program effectiveness from alumni, industry partners, and faculty. | Stakeholder satisfaction survey data |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its program development and review system and distributed to its stakeholder. | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its program development and revision system using pre-defined KPIs. | M&E report, performance reports, Trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| | The TVETI demonstrated measurable result of program development and review goals that has causal relationship with the approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of program development and review goals and objectives, against established targets, trends, and benchmarks. | Continuous Performance trend analysis |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|--|
| 9.6. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its program development and review goals | Performance report and documented evidences on data validation on attainment of program development and review goals |
| | The TVETI uses findings from regularly conducted standardized Trainee and staff satisfaction surveys to inform decision-making and improve its program development and review system | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its program development and review System | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its program development and review system resulted from the established review processes | Documented evidences of changes or improvements on program development and review system resulted from review processes |

Standard 10: Learning Training and Teaching

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| 10.1. | The TVETI developed a comprehensive teaching and learning policy and guidelines with involvement of stakeholders considering different delivery modalities that align with the regulatory requirements | TVET proclamation (consulted), legislation, learning training and teaching policy and guidelines minutes of meeting, invitation letters, attendance |

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| | The TVETI established a communication strategy to disseminate its learning training and teaching policy and guidelines to its relevant stakeholder | Communication plan and strategy |
| 10.2. | The TVETI devised a mechanism to equip its trainers members with pedagogical skills including active learning methods, classroom management and assessment | Training plan and CPD strategy |
| | The TVETI devised a mechanism to utilize technology in learning training and teaching process | Curricula, learning and teaching policy and technology platform for course delivery |
| 10.3. | The TVETI develop OS implementation follow up manual | OS implementation follow up manual |
| | The TVETI participated industry experts while developing OS implementation follow up manual | Feedback collected |
| 10.4. | The TVETI established a monitoring mechanism to ensure the implementation of diverse teaching methods that fit the nature of the course delivery modality | Course outline, course evaluation form, course delivery evaluation format |
| | The TVETI developed mechanism ensuring that course content, teaching methods, and learning outcomes are consistent and complementary | Curriculum, Trainees course evaluation form, course delivery evaluation format |
| 10.5. | Develop a formal procedure for review, and continuous updating of TTLM to ensure that they are aligned with current industry standards | TTLM development and review manual |
| 10.6. | The TVETI designed a tracking mechanism to monitor course content coverage | Trainees course evaluation form and departmental course coverage evaluation format |
| | The TVETI developed a mechanism to balance theory and practice in each course of a program | Curriculum design process, minutes of curriculum development, checklist for balance between theory and practice, course schedule |
| 10.7. | The TVETI devised a mechanism to regularly monitor the effectiveness of its learning training and teaching management system using pre-defined KPIs | M&E framework for learning teaching system |
| | The TVETI in placed a system to review the effectiveness of its learning teaching system | IDP and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| 10.8 | The TVETI deployed learning teaching policy and guidelines involving stakeholders | Teaching and learning policy and guidelines, course outline, curriculum, academic calendar, minutes of meeting, invitation letters, attendance and feedbacks incorporated in the policy |
| | The TVETI communicated its learning training and teaching policy and guidelines to its relevant stakeholders | Trainees' handbook, curriculum, course outlines distributed |
| | The TVETI equipped its trainers with pedagogical skills | HDP and pedagogy training Certificates |
| | The TVETI monitored the implementation of diverse active learning methods that fit the nature of the course, delivery modality and utilized technology in its learning training and teaching process | Analyzed trainees course evaluation data, analyzed course delivery evaluation data by departments, program level SER, smart class, virtually delivered sessions and portal |
| | The TVETI ensured that course content, teaching training methods, and learning outcomes are consistent and complementary | Analyzed trainees course evaluation data, analyzed course delivery evaluation data by departments, teaching materials |
| | The TVETI engaged trainees in apprenticeship/internship/ cooperative training, hands on training and project work. | Industry driven curriculum, apprenticeship/internship/cooperative training attendance and log book |
| | The TVETI aligned its TTLM with current industry needs and technological advancement | Updated TTLM |
| | The TVETI monitored course content coverage ensuring the balance between theory and practice in each course delivery | Analyzed trainees course evaluation data, analyzed course evaluation data by departments, filled out log book |
| | The TVETI regularly conducted trainee | Trainees and staff satisfaction |

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| | and staff satisfaction survey on its learning teaching system and distributed to its stakeholder. | survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its learning training and teaching management system based on pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|--|
| 10.9. | The TVETI demonstrated measurable result of learning training and teaching goals that has causal relationship with the approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of learning training and teaching goals and objectives, against established targets, trends, and benchmarks. | Continuous Performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|--|
| 10.10 | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its learning training and teaching goals | Performance report and documented evidences on data validation on attainment of learning training and teaching goals |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision- | Documented evidence on action taken on the annual staff and |

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| | making and improve its learning and teaching system. | trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its learning training and teaching management system | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its learning training and teaching management system resulted from the established review processes | Documented evidences of changes or improvements on learning training and teaching management system resulted from review processes |

Standard 11 Trainee Assessment

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|--|
| 11.1. | The TVETI developed a comprehensive assessment policy and guidelines involving stakeholders and considering different delivery modalities that align with the regulatory requirements | TVET Proclamation (consulted), legislation, assessment policy and guidelines and stakeholder engagement plan |
| | The TVETI established a communication strategy to disseminate its assessment policy and guidelines to its relevant stakeholders | Trainee handbook, curriculum, course outline, communication plan and strategy |
| 11.2. | The TVETI devised a mechanism to ensure the validity and reliability of exam items | Exam committee ToR, assessment policy and guideline |
| | The TVETI established a monitoring mechanism to ensure the implementation of diverse assessment methods that fit the nature of the course content and delivery modality | Trainee s course evaluation format, course outline, course delivery evaluation format |
| 11.3. | The TVETI developed mechanism to ensure course content, assessment methods, and learning outcomes are consistent and complementary | Curriculum, course outline, trainees course evaluation format |
| | The TVETI established a mechanism to support | Technology platform for |

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| | assessment with technology | assessment, assessment policy and curriculum |
| | The TVETI developed an assessment guideline that guides the security, fairness and consistency in handling examination matters. | Assessment policy and guideline |
| 11.4. | The TVETI designed a mechanism to monitor and make sure that assessment covers the entire course content and maintains balance between theory and practice | Trainees course evaluation format, exam blue print, course evaluation format by departments, exam review committee ToR, curriculum design process , minutes of curriculum development, checklist to collect data on the balance between theory and practice |
| | The TVETI in placed a mechanism to ensure evaluation method cover entire objectives of the course. | Trainee course evaluation format, exam blue print, course evaluation format and exam review committee ToR, |
| 11.5. | The TVETI established a mechanism to monitor consistency of assessment practices across its departments and campuses. | Assessment standardization manual, grading rubrics and marking criteria |
| 11.6. | The TVETI devised a mechanism to develop assessment tools | Assessment tool development manual |
| | The TVETI devised a mechanism to participate industry experts in assessment tools development | Invitation letter |
| 11.7. | The TVETI established an appeal policy and procedures for grievance handling related to assessment and marking. | Appeal policy and procedures, appeal submission format and appeal hearing committee ToR |
| 11.8. | The TVETI devised a mechanism to regularly monitor the effectiveness of its trainee assessment management system using pre-defined KPIs | M&E framework for trainee assessment system |
| | The TVETI in placed a system to review the effectiveness of its trainee assessment management system | IDP and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|---|
| 11.9 | The TVETI involved relevant stakeholder in assessment policy and guideline formulation process and communicated the policy | Minutes of meeting, invitation letters, attendance, feedbacks incorporated in the assessment policy, distributed trainee handbook, curriculum, course outline |
| | The TVETI assigned budget and human resource to deploy assessment policy and guidelines | Operational plan |
| | The TVETI ensured that course content, assessment methods, and learning outcomes are consistent, complementary, and appropriately aligned with the course nature and delivery modality. | Analyzed course evaluation data and analyzed course delivery evaluation data by departments |
| | The TVETI ensured security, fairness and consistency in handling examination and supported assessment with technology | Utilized platform, protracted exam videos, safe storage place, exam committee minutes and exam administration report |
| | The TVETI ensured the validity and reliability of exam items | Minutes of exam committee, validated sample exam items, exam bank that contains validated exam items |
| | The TVETI ensured assessments covered the entire course objectives, course content and balance between theory and practice is maintained | Analyzed course evaluation data, exam review committee minutes, exam tools evaluation report, course evaluation report |
| | The TVETI monitored consistency of assessment practices across its departments and campuses. | Report on consistency of assessment practices |
| | The TVETI settled appeal and grievances cases related to assessment and marking. | Minutes of appeal hearing committee meeting, submitted appeal letter by trainees and resolved cases |

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| | The TVETI developed assessment tools with the participation of industry experts | MoU and assessment tools |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its assessment system and distributed to its stakeholder. | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its trainee assessment management system based on pre-defined KPIs. | Performance report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|--|
| 11.10 | The TVETI demonstrated measurable result of trainee assessment goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating it attainment of trainee assessment goals and objectives, against established targets, trends, and benchmarks. | Continuous Performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|---|
| 11.11 | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its trainee assessment goals | Performance report and documented evidences on data validation regarding the attainment of trainee assessment goals |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision- | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |

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| | making and improve its assessment system | |
| | The TVETI regularly reviewed and updated its trainee assessment management system | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its trainee assessment management system resulted from the established review processes | Documented evidences of changes or improvements on trainee assessment management system resulted from review processes |

Standard 12: Research

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|--|
| 12.1. | The TVETI engaged stakeholder in developing research policies and guidelines that align with national priorities and regulatory requirements, covering areas like funding, ethics, collaboration, dissemination, and impact assessment. | Invitation letters, stakeholder engagement plan, documented research policies and guidelines, consulted TVET proclamation and directives; provisions in legislation. |
| | The TVETI developed communication plan to disseminate its research policies, guidelines, and procedures to its stakeholders. | Communication strategy and Communication plan |
| 12.2. | The TVETI developed a mechanism to identify and prioritize its major research thematic area with the involvement of relevant stakeholders | Research guideline and stakeholder engagement plan |
| | The TVETI devised mechanisms ensuring that research priorities align with the programs it offers | Thematic area development process documents identified thematic areas and thematic area vs programs. |
| | The TVETI developed research approval procedures taking in to account ethical standards and regulatory policies | Research approval procedure and research policy and guidelines |
| 12.3. | The TVETI established a research fund mobilization mechanism to secure fund for its research undertakings | Fund mobilization plan |
| | The TVETI established a mechanism to ensure that research funds are used only for research purpose | Departmental plan, research proposal and institutional plan |

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| 12.4. | The TVETI developed guidelines to monitor staff research, aligning with institutional priorities and research responsibilities and work load | Guidelines for staff research monitoring |
| | The TVETI developed procedures for supporting and monitoring trainee research activities. | Trainee research procedures |
| | The TVETI developed incentives packages to encourage its staff to engage in research undertakings | Planned incentive package, grant and fund management policy |
| 12.5. | The TVETI established research publication and dissemination guidelines to promote transparency and accessibility. | Research guideline, consulted TVET proclamation, provision in legislation, documentation on research publication and dissemination guidelines |
| | The TVETI devised a mechanism to check plagiarism and research ethics and developed a research database system for effective data management, archiving, and security. | Plagiarism software, research review committee TOR and data center, security clearance/ certificate. |
| 12.6. | The TVETI established a mechanism to ensure the reputability of journals before subscription | Reputability indicator index, utilization protocol and departmental research committee |
| | The TVETI devised a mechanism to establish a research collaboration with national and international institutions | Collaboration plan and strategy |
| 12.7. | The TVETI has developed guidelines to assess the impact of its research outputs | Provision on impact assessment in the research guideline. |
| 12.8. | The TVETI in place an appeal mechanism for grievances handling related to research undertakings | Appeal procedures |
| 12.9. | The TVETI devised a mechanism to regularly monitor the effectiveness of its research management system using pre-defined KPIs | M&E framework for research management system |
| | The TVETI in placed a system to review the effectiveness of its research management system | IDP and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-------------------------|--|---|
| 12.10. | The TVETI involved relevant stakeholder in developing its research policies, guidelines and procedures and communicated it | Minutes of meeting, attendance and workshop proceeding, feedbacks incorporated in the policy, trainee handbook, staff hand book and website |
| | The TVETI allocated resource to deploy | Operational plan, assignment letter |

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| research policies, guidelines and procedures | and job description |
| The TVETI identified and prioritized major research thematic areas, diversified funding sources, and ensured research funds are used exclusively for research activities. | Identified thematic areas, minutes of meetings and attendance, grants, signed contracts with funding institutions, research partnership budget and progress report |
| The TVETI monitored staff research that aligned with institutional priorities and research responsibilities and work load | Minutes of meeting for research approval, research workload and reports on research undertakings |
| The TVETI allocated resources to support staff research activities and offered incentives to encourage its staff to engage in research undertakings | Fund allocation evidences, research facilities, grant, work load, promotion and awards |
| The TVETI checked plagiarism and maintained ethical standards in its research approval procedures | Minutes of the approval committee, signed consent form, ethical clearance, and plagiarism checked research outputs and utilized software. |
| The TVETI deployed a research database system, assigned resources for its management, published and disseminated research outputs, and regularly maintained and updated the system. | Research outputs available at database, letter of assignment, job description, payroll and credentials, published research outputs, research conference proceeding and system maintenance report |
| The TVETI subscribed only reputable journals and established collaboration with national and international institutions | Departmental research committee minutes, granted scholarship, joint research outputs and subscription evidences |
| The TVETI assessed the impact of its research outputs | Impact assessment report |
| The TVETI regularly conducted trainee and staff satisfaction survey on its research system and distributed to its stakeholder. | Trainees and staff satisfaction survey report |
| The TVETI regularly monitored and periodically evaluated the effectiveness of its research management system based on pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|--|
| 12.11. | The TVETI demonstrated measurable result of research goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of research goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|---|
| 12.12. | TVETI regularly gathered, validated, analyzed and reported data on attainment of its research goals | Performance report and documented evidences on data validation regarding the attainment of research goals |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision-making and improve its research system. | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its research management system | System update records, meeting minutes, revised policy documents, annual reports, training records and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its research management system resulted from the established review processes | Documented evidences of changes or improvements on research management system resulted from review processes |

Standard 13: Community Engagement

I. Approach

| Guideline Ref. # | Indicators | Means of Verifications Evidences (Indicative Sources) |
|------------------|---|---|
| 13.1. | The TVETI developed community engagement policies, guidelines, and procedures that are aligned with national priorities, regulatory requirement and mission and strategic objective with the involvement of stakeholders. | Invitation letters, stakeholder engagement plan, community engagement policies and guidelines, consulted TVET proclamation, directives and provisions in legislation. |
| | The TVETI developed communication strategy to disseminate its community engagement policies, guidelines, and procedures to its stakeholders. | Communication plan and communication strategy |
| 13.2. | The TVETI developed a strategy to engage the community with active participation and created a system to encourage community involvement in relevant institutional committees. | Community engagement strategy and ToR |
| | The TVETI developed a mechanism to build credibility of its institution through community engagement. | Community engagement strategy |
| 13.3. | The TVETI established a mechanism to engage its staff and trainees in national services | Community engagement guideline and IDP |
| | The TVETI developed community engagement guideline to encourage its staff and trainees to participate in a range of community activities | Community engagement guideline and community engagement plan |
| 13.4. | The TVETI developed community engagement plan that mandate the community service activities be supported by research, reflecting a commitment to evidence-based practice. | Community engagement plan, community engagement strategy and IDP |
| 13.5. | The TVETI has developed guidelines to assess the impact of its community engagement activities | Community engagement guideline |
| 13.6. | The TVETI devised a mechanism to regularly monitor the effectiveness of its community engagement management system using pre-defined KPIs | M&E framework for community engagement management system |
| | The TVETI in placed a system to review the effectiveness of its community engagement management system | IDP and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|--|
| 13.7 | The TVETI involved relevant stakeholders in developing its research policies, guidelines and procedures and communicated the documents. | Invitation letters, attendance, website and workshop proceeding |
| | The TVETI allocated resource to deploy community engagement policies, guidelines, and procedures | Operational plan, assignment letter and job description, community engagement office and resource allocation reports |
| | The TVETI ensured community engagement, involved staff and trainees in national services and various community activities and built credibility | Community engagement report |
| | The TVETI encouraged staff and trainee participation in community activities which is guided by research. | Community engagement report |
| | The TVETI assessed the impact of its community engagement activities | Community engagement report and impact assessment report |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its community engagement system and distributed to its stakeholder. | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its community engagement management system based on pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|--|
| 13.8 | The TVETI demonstrated measurable result of community engagement goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of community engagement goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| 13.9 | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its community engagement goals | Performance report and documented evidences on data validation on attainment of community engagement goals |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision-making and improve its Community engagement system | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its community engagement management System | System updates records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its community engagement management system resulted from the established review processes | Documented evidences of changes or improvements on community engagement management system resulted from review processes |

Standard 14: Industry Linkage

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|---|
| 14.1. | The TVETI developed industry linkage policies, guidelines and procedures, aligned with national regulations with the involvement of stakeholder and devise a communication strategy. | Consulted TVET proclamation and directives, provisions in legislation, stakeholder engagement plan and communication strategy and plan |
| | The TVETI established a mechanism to align its industry linkage policy with its mission and strategic objectives | Industry Linkage plan and IDP |
| 14.2. | The TVETI establish a system to manage and expand local and international university-industry partnerships. | Partnership strategy and communication strategy |
| | The TVETI established funding mechanisms through industry collaborations and developed a strategy to diversify its funding sources for industry linkages. | Evidence of funding agreements, grants, sponsorships agreements and industry linkage fund mobilization plan |
| 14.3. | The TVETI devised a mechanism to involve industry professionals in the course delivery and developed internship programs for hands-on experience. | Guidelines for selecting and inviting industry professionals as guest lecturers, schedules, course outlines, internship program guidelines and MOUs or agreements for internship, |
| | The TVETI devised mechanisms for collaborative projects with industry | Industry linkage guideline and industry linkage plan |
| | The TVETI established a mechanism to identify desired graduate skills and competencies from industry and to conduct periodic labour market analyses | Industry linkage plan and tracer study guideline and plan |
| 14.4. | The TVETI developed a manual for cooperative training and extension service | Industry extension and cooperative training service guideline and plan and partnership agreement |
| | The TVETI devised a mechanism to | Invitation letter and MoU |

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| | participate stakeholder in cooperative training and extension service manual | |
| 14.5. | The TVETI devised a mechanism to regularly monitor the effectiveness of its industry linkage management system using pre-defined KPIs | M&E framework for industry linkage management system |
| | The TVETI in placed a system to review the effectiveness of its industry linkage management system | IDP and operational plan |

II. Deployment:

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-----------------------------|---|---|
| 14.6. | The TVETI involved relevant stakeholders in policy formulation process, allocated resources for industry linkages and communicated the guidelines and procedures to stakeholders. | Office, human resource, budget, minutes of meeting, invitation letters, attendance, industry linkage operational plan, website and legislation, workshop proceeding |
| | The TVETI established local and international partnerships and diversified its funding sources for industry linkages. | Jointly innovated industry linkage outputs and grants. |
| | The TVETI secured industry-funded research projects and launched collaborative initiatives. | Data on number of industry-funded research projects and collaborative initiatives |
| | The TVETI executed internship programs and invited industry professionals in the course delivery process in collaboration with industry partners to provide trainees with hands-on experience | Number of industry guest lectures organized per academic year and number of trainees placed in internships through industry partnerships. |
| | The TVETI conducted collaborative projects between industry professionals and trainees, focusing on real-world experience | Number of joint industry-academic projects initiated, level of trainee participation in these projects, documentation on project outcomes. |
| | The TVETI offered cooperative training and industry extension services | Capacity building trainings, workshops, attendances, cooperative training program records, progress report, certification of completion or |

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| | | recognition |
| | The TVETI collected analyzed and interpreted data from industry stakeholders on desired graduate skills and competencies. | Industry needs assessment reports |
| | The TVETI conducted periodic labor market analyses and identified trends and expectations in graduate employability. | Tracer study reports |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its industry linkage system and distributed to its stakeholder. | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its industry linkage management system based on pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|--|
| 14.7. | The TVETI demonstrated measurable result of industry linkage goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating the attainment of its industry linkage goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|--|
| 14.8. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its industry linkage goals | Performance report and documented evidences on data validation on the attainment of industry linkage goals |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision-making and improve its industry linkage system | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its industry linkage management system | System update records, minutes of meetings, revised policy documents, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its industry linkage management system resulted from the established review processes | Documented evidences of changes or improvements on industry linkage management system resulted from review processes |

Standard 15: Incubation and Innovation

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|---|---|
| 15.1 | The TVETI established a mechanism to involve relevant stakeholders in the formulation process and developed incubation and innovation policies and guidelines with their participation. | Consulted TVET proclamation and directives, stakeholder engagement plan and incubation and innovation policies and guidelines |
| | The TVETI developed communication strategy to communicate its incubation and innovation policy and guidelines to stakeholders. | Communication plan and communication strategy |
| 15.2 | The TVETI Formulated a mechanism to screen out and support the innovated ideas to be incubated. | Idea innovation and incubation plan and strategy |
| | The TVETI established Entrepreneurship and | Training mentorship plan |

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| | Innovation Centers (EIC) to provide resources, mentorship, and training for innovators and start-ups. | and established EICs |
| 15.3. | The TVETI devised a mechanism to integrate innovation and incubation into the curriculum. | Curriculum development and review guideline, curricula and TTLM |
| | The TVETI devised a mechanism to encourage trainees and trainers to consider indigenous knowledge in TVETI innovation process. | Training and mentorship plan, innovation and incubation plan and curricula |
| 15.4. | The TVETI developed a mechanism to ensure that EICs provide training and support to researchers, innovators, and entrepreneurs in areas such as ideation and innovation and prototyping | Training and mentorship plan |
| | The TVETI developed a mechanism to ensure that EICs provide training and support to researchers, innovators, and entrepreneurs in areas such business development, and commercialization. | Training and mentorship plan |
| 15.5. | The TVETI established a metrics to assess the success of incubation initiatives, including the number of start-ups launched and TVETI sustainability. | Measurement tools to measure the number of start-ups launched and survival rate |
| | The TVETI established a mechanism to track progress of incubates through periodic reviews. | Tracking mechanisms and tools |
| 15.6 | The TVETI devised a mechanism to provide technical and advisory services for small and medium-sized enterprises (SMEs) | EICs advisory service plan and incubation and innovation strategy |
| | The TVETI developed a mechanism to establish partnerships with industry experts and investors | MOA and outreach Strategy |
| 15.7. | The TVETI devised a mechanism to disseminate best practices of innovation. | Communication strategy |
| 15.8. | The TVETI developed a procedure to safeguard Intellectual Property Rights (IPR) resulting from innovation | IPR policies and procedures and training plan |
| 15.9. | The TVETI devised a mechanism to regularly monitor the effectiveness of its incubation and innovation management system using pre-defined KPIs | M&E framework for incubation and innovation management system |
| | The TVETI in placed a system to review the effectiveness of its incubation and innovation management system | IDP and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|---|
| 15.10 | The TVETI engaged relevant stakeholders in the formulation of its incubation and innovation policy and allocated resources for its implementation. | Invitation letters, attendance, minutes of meetings, operational plan, assignment letter and job description, incubation and innovation office |
| | The TVETI communicated its incubation and innovation policy and guidelines to stakeholders. | Communication plan and strategy |
| | The TVETI transformed screened-out ideas into innovation, provided training and support to researchers, innovators, and entrepreneurs | Prototype, funded projects resource (budget, human resource, material resource), provided supports, innovation and incubation ideas incorporated in to the curricula's and TTLM |
| | The TVETI encouraged trainees and trainers to consider indigenous knowledge in TVETI innovation process. | Innovation report |
| | The TVETI tracked and measured the progress and success of incubated initiatives and provided technical and advisory services for small and medium-sized enterprises (SMEs) | Reports on successful and unsuccessful start-ups, advisory support report and report on revenue generated |
| | The TVETI established partnerships with industry experts and investors | Performance report |
| | The TVETI disseminated best practices of innovation. | Published reports, workshops proceedings and reports on offered trainings |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its Incubation and Innovation system and distributed to its stakeholder. | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its incubation and innovation management system based on pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|---|
| 15.11. | The TVETI demonstrated measurable result of incubation and innovation goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of incubation and innovation goals and objectives, against established targets, trends, and benchmarks. | Continuous Performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|--|
| 15.12. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its incubation and innovation goals | Performance report and documented evidences on data validation on attainment of incubation and innovation goals |
| | The TVETI uses findings from regularly conducted standardized Trainee and staff satisfaction surveys to inform decision-making and improve its incubation and innovation system | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its incubation and innovation management system | system update records, minutes of meetings, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its incubation and innovation management system resulted from the established review processes | Documented evidences of changes or improvements on incubation and innovation management system resulted from review processes |

Standard 16: Internal Quality Assurance

I. Approach

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|---|---|
| 16.1. | The TVETI developed internal quality assurance policy aligned with its mission and regulatory requirements with the involvement of stakeholders. | Consulted TVET proclamation, directives, and provisions in legislation and stakeholders engagement plan |
| | The TVETI established mechanism to communicate its internal quality assurance policies and guidelines to stakeholders. | Communication strategy and plan |
| 16.2. | The TVETI established a clearly defined organizational structure for its IQA system that ensures the autonomy of the quality assurance office | Defined roles, responsibilities, reporting lines and IQA framework, organogram, provisions in the legislation |
| | The TVETI set up a quality care committee structure at institutional, faculty and program level that closely follow up quality assurance activities. | Committee ToR |
| 16.3. | The TVETI established a mechanism that ensures the integration of quality assurance system into its core functions (teaching and learning, research and community engagement) and support functions (trainee services, IT infrastructure, library resources, human resource management and financial operations.) | Quality assurance procedures covering all core functions and quality assurance procedures for support functions |
| | The TVETI established a mechanism that ensures the integration of quality assurance system into its control functions (risk management, regulatory compliance, internal auditing) and strategic functions (governance, policy development, strategic planning and resource allocation) | Quality assurance procedures for control functions and quality assurance procedures for strategic functions |
| | The TVETI established a mechanism that ensures the integration of quality assurance system into its operational functions (maintenance and facilities management, procurement and supply chain procedures, and | QA procedures for operational functions and QA procedures for cross-cutting functions |

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| | security and safety) and cross-cutting functions (sustainability, diversity and inclusion, equity and digital transformation) | |
| 16.4. | The TVETI established mechanisms for periodic institutional and academic self-evaluations, with procedures for corrective actions based on the findings. | Self-evaluation guideline, committee ToR, program self-evaluation guideline and procedure to take corrective actions |
| | The TVETI in placed a mechanism to maintain consistency in the implementation of its policies, systems, mechanisms, and procedures across its campuses, faculties and programs. | Institutional level quality assurance plan, campus based quality assurance plan, quality assurance organizational structure |
| 16.5. | The TVETI devised a mechanism to regularly monitor the effectiveness of its internal quality assurance system using pre-defined KPIs | M&E framework for internal quality assurance system |
| | The TVETI in placed a system to review the effectiveness of its internal quality assurance system | IDP and operational plan |

II. Deployment

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|-------------------------|--|--|
| 16.6. | The TVETI involved relevant stakeholders in its internal quality assurance policies and guidelines formulation process and communicated it | Invitation letters, attendance, minutes, stakeholders feedback disseminated quality assurance policy and guideline, trainings workshop proceedings and website |
| | The TVETI allocated resources for implementation of quality assurance system. | Office, credentials, assignment letters, disseminated job description, allocated budget, operational plan |
| | The TVETI's Quality Assurance office enforces quality standards and conducts internal audits with unrestricted access to necessary data. | Analyzed M&E data, letters, memos, notices and evidence on corrective actions, organized and analyzed data related to quality assurance and internal self-evaluation report. |
| | The TVETI integrated its quality assurance system into core functions like teaching, research, and community engagement, along | Evidence of regular reviews and reports |

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| | with support functions such as trainee services, IT and HR. | |
| | The TVETI integrated its quality assurance system into control functions (risk management, compliance), strategic functions (governance, planning), operational functions (facilities, procurement), and cross-cutting functions (sustainability, diversity, digital transformation). | Evidence of regular reviews and reports |
| | The TVETI deployed a quality assurance committee structure at institutional, faculty and program level that closely follow quality assurance activities. | Assignment letters, committee minutes and performance report |
| | The TVETI conducted periodic institutional and academic programs self-evaluations, | Institutional self-evaluation report, programs self-evaluation report and minutes of committee meetings |
| | The TVETI implemented its quality assurance policies, systems, mechanisms, and procedures across its campuses, faculties and programs consistently. | Performance report at institutional and campus level |
| | The TVETI regularly conducted trainee and staff satisfaction survey on its internal quality assurance system and distributed to its stakeholder. | Trainees and staff satisfaction survey report |
| | The TVETI regularly monitored and periodically evaluated the effectiveness of its internal quality assurance system based on pre-defined KPIs. | M&E report, performance reports, trainees and staff satisfaction survey report |

III. Result

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|------------------|--|--|
| 16.7. | The TVETI demonstrated measurable result of internal quality assurance goals that has causal relationship with approach and deployment. | Performance reports |
| | The TVETI contextualized performance and identified areas for improvement through evaluating its attainment of internal quality assurance goals and objectives, against established targets, trends, and benchmarks. | Continuous performance trend analysis data |

IV. Improvement

| Guideline Ref. # | Indicators | Means of Verification Evidences (Indicative Sources) |
|---------------------|--|--|
| 16.8. | The TVETI regularly gathered, validated, analyzed and reported data on attainment of its internal quality assurance goals | Performance report and documented evidences on data validation on the attainment of its internal quality assurance goals. |
| | The TVETI uses findings from regularly conducted standardized trainee and staff satisfaction surveys to inform decision-making and improve its internal quality assurance system | Documented evidence on action taken on the annual staff and trainees satisfaction survey result |
| | The TVETI regularly reviewed and updated its internal quality assurance system | System update records, meeting minutes, revised policy documents, annual reports, training records, and stakeholder feedback |
| | The TVETI demonstrated tangible changes or improvements on its internal quality assurance system resulted from the established review processes | Documented evidences of changes or improvements on internal quality assurance system resulted from review processes |