

TVET STANDARD

**TVETS
06:2023**

ICS 03.180

Second Edition

TVET Standard — Centre of Excellence — Requirements



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REVISION OF TVET STANDARDS

In order to keep abreast of progress in industry, TVET Standards shall be regularly reviewed. Suggestions for improvements to published standards, addressed to the Director General, Technical and Vocational Education and Training Authority are welcome.

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TVET Standard — Centre of Excellence — Requirements

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TVET AUTHORITY KENYA @ TVETAKenya



Tvet Authority Page

Foreword

Development of the Technical and Vocational Education and Training (TVET) Standards has been necessitated by the need for establishing requirements governing quality of training services in the TVET sector. It is envisaged that through standardization, service delivery disparities that are encountered when services are rendered within the TVET sector will be removed.

Technical and Vocational Education and Training Authority (TVETA) has established a Technical Standards Committee mandated to develop standards through consultations with stakeholders and Kenya Bureau of Standards (KEBS). The Committee is composed of representatives from the TVETA Standards Development Department, public and private sector organizations in the TVET sector.

TVET Standards are developed through a Technical Committee in consultation with key stakeholders and professional experts representing government, regulatory and professional bodies, curricula development and assessment agencies, academia, consumer groups, public and private colleges, universities and other interested parties.

Draft TVET Standards are circulated to stakeholders. The comments received are discussed and incorporated before finalization of the standards, in accordance with the principles and procedures for development of training Standards. Once finalized, the public are then notified through Government gazette.

TVET Standards are subject to review from time to time. Users of the TVET Standards are therefore expected to ensure that they always have the latest versions of the standards they are implementing.

Centre of Excellence (CoE) Standard was first gazetted in the year 2019. Since its initial publication in 2019, CoE Standard has been scrutinized by key stakeholders among them the TVET providers where several inconsistencies have been identified. This 2nd Edition, 2023 has addressed those inconsistencies.

Attention is drawn to the possibility that some of the elements of this document may be subject to patent rights. TVETA shall not be held responsible for identifying any or all such patent rights.

During the development of this standard, reference was made to the following documents:

TVET Act, 2013.

TVET Regulations, 2015.

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Acknowledged is hereby made for the assistance derived from these sources.

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TVET Standard — Centre of Excellence — Requirements

1 Scope

This TVET Standard prescribes requirements for a centre of excellence.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9001, *Quality management system — Requirements*

TVETS 04, *TVET Standard — National Polytechnics — Requirements and Guidelines*

TVET *Accreditation Handbook*

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1

centre of excellence

institution that provides leadership on best practices, innovation, research and training in a focused area

3.2

focus area

programme of instruction comprising a range of syllabus content areas for trainees to acquire knowledge, work attitudes, skills and competences for employment in formal or informal sectors

3.3

institution

entity that promotes or offers technical and vocational education and training

3.4

programme

sequential grouping of courses which forms a considerable part, or all, of the requirements for an academic credential or an occupational objective

3.5

quality assurance

procedures, processes and systems used to guarantee and continuously improve the training standards of a TVET institution

3.6

training

acquisition of specialized skills and knowledge that can provide the practitioner with livelihood

4 Requirements and guidelines

4.1 General

An institution seeking to be considered as a Centre of Excellence in specific programme(s) shall:

- a) be an accredited TVET institution;
- b) be in operation for a minimum period of five years in the focus area(s);
- c) meet the requirements of this standard and other applicable TVET Standards; and
- d) meet industry requirements.

4.2 Application for Centre of Excellence Status

The institution shall apply for Centre of Excellence status using the prescribed format in Annex A.

NOTE An institution may be a Centre of Excellence in more than one focus area provided that requirements set in this Standard are met.

4.3 Renewal of Centre of Excellence Status

4.3.1 A TVET institution shall be required to renew its Centre of Excellence status every three years.

4.3.2 A Centre of Excellence shall conduct self-evaluation annually using the prescribed tool in Annex B.

4.3.3 The renewal of the Centre of Excellence status shall be subject to an external evaluation by the Authority.

NOTE An institution that fails to maintain the requirements of this Standard shall have its Centre of Excellence status withdrawn.

5 Organizational structure for Centre of Excellence

5.1 Governance

The Centre of Excellence shall have a governance structure that:

- a) clearly defines functional units to maximize the potential of the talent available;
- b) is anchored in the existing legal frameworks; and
- c) demonstrates clear chain of command and span of control.

5.2 Leadership

The Centre of Excellence shall establish leadership that:

- a) provides conducive work environment;
- b) allocates adequate human, financial and physical resources equitably;
- c) develops and implements policies and regulations for governance;
- d) possesses competencies in training and leadership;
- e) engages in consultative and participatory leadership;
- f) bases their leadership on established values and ethics; and

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- g) establishes collaborations in training, research and innovation.

5.3 Strategic direction

The Centre of Excellence shall:

- a) Clearly define its vision, mission and strategic objectives which reflect the unique features of the focus area(s);
- b) Demonstrate communication of its values, vision, strategic decisions, and expectations to all stakeholders;
- c) Develop and implement a comprehensive strategic plan focused on industry needs;
- d) Develop and implement monitoring mechanisms to measure progress against the strategic plan; and
- e) Regularly review its strategic objectives and align them to industry needs and government agenda.

5.4 Policies, standards and procedures

The Centre of Excellence shall:

- a) Establish and implement policies, standards and procedures that demonstrate their compliance towards statutory and regulatory requirements; and
- b) Establish and implement standard operating procedures developed for key activities.

5.5 Management

A Centre of Excellence management shall:

- a) establish and implement clear processes/interrelated activities;
- b) implement decisions based on stakeholder needs and expectations; and
- c) identify risks and opportunities in training processes.

5.6 Finances

A Centre of Excellence shall:

- a) develop and implement a financial plan showing financial performance of the last five years and future financial objectives for the next five years;
- b) demonstrate the existence of reliable and innovative sources of finance; and
- c) demonstrate existence of regular financial audits.

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5.7 Human resources

The Centre of Excellence shall:

- a) engage adequate, appropriately qualified and competent staff;
- b) ensure trainers are registered by the authority;
- c) implement continuous professional development programmes;
- d) implement exchange programmes for trainers with national and international partners;
- e) maintain at least 50% of the trainers on permanent employment terms; and
- f) maintain trainer to trainee ratios of 1:25 for practical and 1:30 for non-practical oriented programmes.

6 Centre of Excellence infrastructure

6.1 Physical resources

The Centre of Excellence shall:

- a) have adequate physical resources that are aligned to the requirements of the programmes being offered in accordance with TVET Accreditation Handbook and TVETS 04; and
- b) ensure machinery, tools and equipment for training are of industry standard.

6.2 ICT integration

A Centre of Excellence shall automate its processes and effectively use information technology in but not limited to:

- a) data management;
- b) training activities;
- c) monitoring and evaluation activities; and
- d) provision of e-learning resources.

7 Training programmes

7.1 A Center of Excellence shall implement:

- a) programmes in training and/ or research that are responsive to industry needs in focus areas and;

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- b) industrial/professional attachment programmes for its trainees and staff.

7.2 The training programmes offered at the Centre of Excellence shall be:

- a) accredited by TVETA;
- b) aligned to the national development agenda; and
- c) reviewed regularly for validity and relevance.

8 Trainee support

8.1 A Centre of Excellence shall:

- a) establish criteria for admission to the training programme(s);
- b) provide guidance and counselling;
- c) provide career development services;
- d) establish and implement industrial attachment placement and exchange programmes;
- e) promote financial support;
- f) support participatory trainee leadership;
- g) provide mechanism for trainee feedback;
- h) promote inclusive practices that involve availability of infrastructure and learning technology for Persons with Disabilities (PWDs);
- i) support extracurricular activities; and
- j) provide access to relevant information.

9 Research and innovation

The Centre of Excellence shall:

- a) allocate adequate funds for research and innovation;
- b) undertake research activities in the focus area;
- c) engage in collaborative research;
- d) provide opportunities for trainees to participate in research and innovation; and
- e) maintain track record of training excellence.

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NOTE Evidence of quality research and innovation should include publications, research projects, patents, products, trade fares/ skill competitions, consultancy assignments and a close industry connection.

10 Entrepreneurship, incubation and mentoring support

The Centre of Excellence shall:

- a) establish an incubation centre in place to support trainees in developing startup businesses;
- b) implement trainee mentorship programmes to equip trainees with entrepreneurship skills; and
- c) establish industry standard production unit.

11 Collaboration and partnerships

The Centre of Excellence shall:

- a) maintain mutually beneficial partnerships with other institutions and/or organizations;
- b) implement and monitor collaboration and partnership agreements; and
- c) actively engage in corporate social investment activities.

12 Quality assurance

A Centre of Excellence shall establish an internal quality assurance system that is aligned to the ISO 9001 Quality Management System.

Annex A
(normative)

Application form for accreditation as a centre of excellence

INSTITUTION UNDER THE TVET ACT NO. 29 OF 2013

This form should be filled in duplicate by the applicant and placed in a labelled spring file for onward transmission to the TVETA Headquarters. Ensure that you complete all sections of this form before returning to the Director General, TVETA. For relevant application fee charges, refer to the Gazetted fee charges on the website.

PART 1

To be completed by the applicant.

1. INSTITUTION DETAILS:

NAME OF INSTITUTION.....

POSTAL ADDRESS.....CODE..... TOWN.....

PHYSICAL ADDRESS.....

TELEPHONE NO..... EMAIL.....

TYPE..... CATEGORY.....

COUNTY.....

SUB COUNTY..... WARD.....

2. NAME AND ADDRESS OF PRINCIPAL/MANAGER

Mr/Mrs/Ms/Dr./Prof/Rev.....

P.O. Box..... Code Town

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Tel.....Email

Building Name & Floor (Physical location)

3. DETAILS OF COURSES APPLIED FOR A CENTRE OF EXCELLENCE (these must be accredited by TVETA)

S/N	Course	Course level	Duration	Examining body	Status of Course (state whether ongoing or new)	Approved capacity
Total						

NOTE: Attach a separate list if space provided is inadequate

4. DECLARATION BY THE PRINCIPAL

I hereby declare that I have read the Technical and Vocational Education and Training Act No. 29 of 2013 and the Sessional Paper No. 1 of 2019 on Reforming Education Training and research and hereby confirm that the training activities will be conducted in accordance with the provision of the law and related regulations.

I also declare that to the best of my knowledge the information provided in this form is true and correct.

Full Name Signature

Date and Stamp

5. SUPPORTING DOCUMENTS

- i. Attach copies of Registration Certificate and Training License.

TO BE COMPLETED BY THE DESK OFFICER AT THE TVETA HEADQUARTERS

6. EVALUATION OF APPLICATION DOCUMENTS BY THE DESK OFFICER-TVETA

I hereby declare that I have scrutinized the application form and the supporting documents, and verified that the form is duly completed and the supporting documents are provided.

COMPLY with the checklist in the form (TVETA/REG/1).

DO NOT COMPLY with the checklist in the form (TVETA/REG/1).

Checked by:

.....Signature.....

Approved by:

SignatureDate and Stamp.....

Annex B
(normative)

Self-evaluation tool for centres of excellence in TVET

1.0 INSTITUTIONAL PARTICULARS				
Name of Institution				
Postal Address		Code:	Town:	
Physical Address	Location/Building			
	Road/Street:			
Telephone No.				
e-mail and website				
County:				
Sub-County:				
Ward:				
Health Inspection Report	Commencing date		Expiry Date	
Title Deed/Plot No.				
Lease Agreement	Valid from		Expiry date	
Type				
Category				
Form of ownership				
Business Registration/Certificate of Incorporation Number (Where Applicable)				
TVETA Registration Number				
Previous assessment	Date:	Purpose of Assessment:		
Current assessment	Date:	Purpose of Assessment:		
	Arrival Time:	Received by		

1. REGISTRATION AND LICENSING

S/N	Audit Area	Indicator	Evidence	Observations	Recommendations
1.1	Registration certificate and training license	Registration certificate	Valid registration certificate		
		Licensed to offer training programmes in the focus area	Training License		
		Training in the focus area for a minimum period of 5 years	Date of programme approval indicated in the approval letter		

2. GOVERNANCE, LEADERSHIP AND MANAGEMENT

S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
2.1	Governance	Clearly defined functional units	<ul style="list-style-type: none"> Organization structure 		
		Anchored in the existing legal frameworks	<ul style="list-style-type: none"> Strategic plan Valid governing Council or Board appointment letters 		
		Clear chain of command and span of control	<ul style="list-style-type: none"> Organization structure/Staff establishment structure Documented roles and responsibilities 		
2.2	Leadership	Provides conducive work environment	<ul style="list-style-type: none"> HR policies Clear organization structure Provision of relevant resources 		
		Allocates adequate human, financial and physical resources equitably;	<ul style="list-style-type: none"> Number of trainers based on recommended trainer: trainee ratio Approved departmental budgets and procurement plans physical infrastructure and training equipment based on TVETA standards 		

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S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
		Develops and implements policies and regulations for governance	<ul style="list-style-type: none"> • HR policies • Trainees code of conduct • Staff code of conduct • Terms and Conditions of service of staff • Trainees handbook containing, but not limited to, admission requirements, fees guideline • Academic policy: <ul style="list-style-type: none"> ○ Examination/ Assessment policy ○ Industrial attachment policy • Action plans 		
		Possesses competencies in training and leadership	<ul style="list-style-type: none"> • Pedagogical training • Academic and professional qualifications • Appraisal report • Continuing Professional Development (CPD) reports 		
		Engages in consultative and participatory leadership	<ul style="list-style-type: none"> • Management meetings minutes • Cascading of functions • Decision making at departmental levels • Stakeholders' engagement 		
		Bases their leadership on established values and ethics	<ul style="list-style-type: none"> • Documented organizational core values and ethics • Customer satisfaction reports • Communicated organizational values and ethics 		
		Establishes collaborations in training, research and innovation	<ul style="list-style-type: none"> • Signed MoUs • Patented innovations • Organized and/ or 		

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S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
			<ul style="list-style-type: none"> attended conferences Published research papers 		
2.3	Strategic direction	Clearly defined and communicated vision, mission and strategic objectives	<ul style="list-style-type: none"> Documented vision, mission and strategic objectives Communicated to stakeholders: <ul style="list-style-type: none"> Websites, Service charter Sensitization reports 		
		Valid strategic plan	<ul style="list-style-type: none"> Approved strategic plan for a minimum period of 3 years Strategies on implementation of CoE 		
		Strategic plan monitoring mechanisms	<ul style="list-style-type: none"> Approved workplans Implementation matrix Monitoring and evaluation reports 		
		Regularly review its strategic objectives and align them to industry needs and government agenda	<ul style="list-style-type: none"> Reviewed strategic objectives Meeting minutes Identified industry needs Communicated government agenda 		
2.4	Management	Establish and implement clear processes/ interrelated activities	<ul style="list-style-type: none"> Organization structure indicating functions Operational structure Standard operating procedures 		
		Implement decisions based on stakeholder needs and expectations	<ul style="list-style-type: none"> Documented stakeholder's needs and expectations Management meeting minutes Action plans Implementation matrix Assigning roles and responsibilities Allocated budgets 		

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S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
		Identify risks and opportunities in training processes	<ul style="list-style-type: none"> • Risk register: <ul style="list-style-type: none"> ○ Documented risks ○ Risk assessment and mitigation strategies • SWOT analysis 		
2.5	Finances	Develop and implement financial plan	<ul style="list-style-type: none"> • Approved financial performance reports of the last five years • Approved budget and procurement plan • Future financial objectives for the next 5 years 		
		Reliable and innovative sources of finance	<ul style="list-style-type: none"> • Funding proposals • Production units • Offering consultation services • Engaged development partners 		
		Regular financial audits	<ul style="list-style-type: none"> • Audited financial reports for the last five years 		
2.6	Human resource	Engage adequate, appropriately qualified and competent staff	<ul style="list-style-type: none"> • Approved staff establishment • Updated trainers' files • trainer to trainees' ratio of 1:25 and 1:30 for heavily hands on and less hands programmes respectively • Trainers' qualifications- academic and professional certificates • at least five years training experience in their area of specialization • Registration with relevant professional/regulatory bodies where applicable 		

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S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
		Trainers are registered by TVETA	<ul style="list-style-type: none"> Copies of trainers' licenses 		
		Implement continuous professional development programmes	<ul style="list-style-type: none"> Schedule of planned CPDs Reports for undertaken CPD 		
		Implement exchange programmes for trainers with national and international partners	<ul style="list-style-type: none"> Records on trainers' exchange programmes. 		
		Maintain at least 50% of the trainers on permanent employment terms	<ul style="list-style-type: none"> HR policy Trainers' data 		
		Maintain trainer to trainee ratios of 1:25 for practical and 1:30 for non-practical oriented programmes.	<ul style="list-style-type: none"> Class registers Trainees' enrolment data Trainers' data 		

3. CENTRE OF EXCELLENCE INFRASTRUCTURE

S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
3.1	Physical resources	Adequate offices, theory rooms, workshops and laboratories	<ul style="list-style-type: none"> Number and sizes of offices, theory rooms, workshops and laboratories the programme(s) being offered Conducive offices, theory rooms, workshops and laboratories: <ul style="list-style-type: none"> Inclusive Free from noise 		
		Adequate machinery, tools and equipment for training of industry	<ul style="list-style-type: none"> Serviced and operational machinery, tools and equipment 		

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S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
		standard	<ul style="list-style-type: none"> Maintenance schedule 		
3.2	ICT integration	Automated institutional processes	<ul style="list-style-type: none"> Operational Information Management System ICT Lab Reliable Internet Fibre (Optic cable connectivity, WIFI) Computers/laptops ICT Technicians 		
		Data management	<ul style="list-style-type: none"> Data management system Trainees' enrolment data Staff data Assessment data Tracer study data Inventory data Innovations and research data Generated reports 		
		Training, monitoring and evaluation activities	<ul style="list-style-type: none"> Institutional ODeL policy Learning Management System Generated M&E reports 		
		Provision of e-learning resources	<ul style="list-style-type: none"> Subscription for accessible e-library Availability of digital content Access to Open Educational Resources (OER) 		

4. TRAINING PROGRAMMES

S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
4.1	Training programmes	Training programmes that are responsive to industry needs	<ul style="list-style-type: none"> Training needs assessment Industry feedback and implementation Approved CBET programme Training timetable 		

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			reviewed regularly for validity and relevance		
		Programmes accredited by TVETA	<ul style="list-style-type: none"> • Training license 		
		Industrial/professional attachment programmes for staff	<ul style="list-style-type: none"> • Industrial attachment policy • Insurance policy cover • Attachment schedules and/or reports • Established MoUs 		

5. TRAINEE SUPPORT

S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
5.1	Trainee support	Documented admission criteria	<ul style="list-style-type: none"> • Clear admission requirements • Admission registers • Consistent with regulatory and professional bodies requirements 		
		Guidance and counselling (G&C)	<ul style="list-style-type: none"> • Appointed G&C committee • G&C activities schedule • G&C records and reports 		
		Career development services	<ul style="list-style-type: none"> • Appointed committee • Schedule of activities • Records and reports 		
		Industrial attachment and exchange programmes	<ul style="list-style-type: none"> • Industrial attachment policy • Copies of insurance policy cover certificates • Attachment schedules and/or reports • Marked log books and mentoring tools • Established attachment 		

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S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
			MoUs <ul style="list-style-type: none"> Records on trainee exchange programmes 		
		Financial support	<ul style="list-style-type: none"> Linkages with financial support institutions Support mechanisms to access finances Records of trainees' financial support 		
		Trainee leadership	<ul style="list-style-type: none"> Trainee leadership constitution Physical office Appointment of trainee leader to governing body Records of financial support to trainee leadership body. Trainee Alumni Association 		
		Inclusive practices	<ul style="list-style-type: none"> Inclusion policy Accessibility and safety of physical infrastructure Provision of assistive learning technology inclusion practices awareness Affirmative action policy 		
		Extracurricular activities	<ul style="list-style-type: none"> Sports office Schedules for sports and clubs activities Sports facilities and equipment inventories Appointed 		

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S/ N	Audit Area	Indicator	Evidence	Observations	Recommendation
			<p>patrons and coaches for clubs and sports</p> <ul style="list-style-type: none"> Records and reports of sports and clubs activities 		
		Access to relevant information	<ul style="list-style-type: none"> Communication strategy Updated institution's website Interactive online platforms Secured and strategically located notice board Updated library materials 		

6. RESEARCH AND INNOVATION

S/ N	Audit Area	Indicator	Evidence	Observations	Recommendation
6.1	Research and Innovation	Allocate adequate funds for research and innovation	<ul style="list-style-type: none"> Approved budgetary allocations 		
		Undertake research activities in the focus area	<ul style="list-style-type: none"> Appointed research committee Approved research proposals Research publications Research projects Consultancy assignments Collaborative agreements Implementation matrix 		
		provide opportunities for trainees to participate in research	<ul style="list-style-type: none"> Trainees' research proposals Trainees' research and innovation supervision schedules Attended 		

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S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
			conferences and exhibitions/trade fairs <ul style="list-style-type: none"> Participate in skills competitions 		
		maintain track record of training excellence	<ul style="list-style-type: none"> Capacity building staff and trainees in researching Training in Research methods Attending research conferences Implementing recommendations from conducted research List of awards and commendations 		
		Develop innovations	<ul style="list-style-type: none"> Number of patents Documented innovations Preserved innovations Commercialization of innovations 		

7. ENTREPRENEURSHIP, INCUBATION AND MENTORING SUPPORT

S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
7.1	Entrepreneurship, incubation and mentoring support	Operational Incubation Centre	<ul style="list-style-type: none"> Approved budget Standard operating procedures Qualified personnel Records and reports Documented trainees' business ideas successfully supported Partnership with industries Relevant tools 		

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S/ N	Audit Area	Indicator	Evidence	Observations	Recommendation
			and equipment of industry standards		
		Equip trainees with entrepreneurship skills	<ul style="list-style-type: none"> • Entrepreneurship programmes • Developed business plans • trainee mentorship programmes • collaborations with relevant industries 		
		Operational production unit	<ul style="list-style-type: none"> • Income generating policy • Approved financial plans • Qualified personnel • Operational plans • Production records • Sales records • List of attached trainee • Contracts and consultancy services • Engagements with local industries 		

8. COLLABORATIONS AND PARTNERSHIPS

S/ N	Audit Area	Indicator	Evidence	Observations	Recommendation
8.1	Collaborations and partnerships	maintain mutually beneficial partnerships with other institutions and/or organizations	<ul style="list-style-type: none"> • Signed MoUs • Records and reports for partnerships activities 		
		implement and monitor collaboration and partnership agreements	<ul style="list-style-type: none"> • MoU implementation matrix • Records for partnerships activities • Monitoring and evaluation reports 		
		actively engage in corporate social investment (CSI)	<ul style="list-style-type: none"> • Budgetary allocations • Schedules of 		

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		activities.	CSI activities <ul style="list-style-type: none"> Records and reports for CSI activities 		
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9. QUALITY MANAGEMENT SYSTEM

S/N	Audit Area	Indicator	Evidence	Observations	Recommendation
9.1	Quality Assurance	Establish an internal quality assurance system (IQA)	<ul style="list-style-type: none"> IQA policy IQA committee Approved budget for IQA activities Approved workplans Quality objectives Documented standard operating procedures for the processes Quality audit schedules and reports IQA M&E reports 		

Panel Members

- 1.
- 2.
- 3.

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