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FDRE TECHNICAL & VOCATIONAL
TRAINING INSTITUTE

Federal TVTI Tech-Focused Incubation Center

Operational Manual

Contents

1. Introduction

1.1 Background

The Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC) was established as a specialized unit under the Federal Technical and Vocational Training Institute (TVTI) with the primary goal of advancing technology-driven entrepreneurship, innovation, and the commercialization of applied research outcomes in Ethiopia.

The Center plays a strategic role in bridging the gap between academic knowledge, vocational and technical skills, and real-world market demands. It provides an enabling environment where innovators, researchers, and aspiring entrepreneurs especially youth and graduates from TVET and higher education institutions can transform their ideas and prototypes into viable business ventures.

Through its structured incubation programs, FTVTI-TFIC offers a comprehensive support system that includes mentorship, business development training, and access to fabrication laboratories, seed funding linkage, and market exposure. The Center also facilitates partnerships with industry players, academia, financial institutions, and government agencies to strengthen the national innovation ecosystem and promote sustainable technology-based enterprises.

Ultimately, FTVTI-TFIC aims to nurture a new generation of innovators, problem-solvers, and job creators who contribute to Ethiopia's socioeconomic development by addressing national challenges through locally developed technologies and market-oriented solutions.

1.2 Purpose of the Manual

This Operational Manual outlines the procedures, organizational structures, and policies that guide the effective management and implementation of the incubation process at the Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC). It establishes standardized practices to ensure consistency, transparency, and efficiency across all stages of the incubation cycle from idea selection and business development to graduation and post-incubation support.

The Manual serves as a comprehensive reference guide for all stakeholders, including Center management, technical and administrative staff, mentors, partners, and incubatees. It provides clear directions on operational responsibilities, communication channels, and performance expectations, helping to maintain a well-coordinated and accountable system.

By defining these operational standards, the Manual ensures that the Center's activities are aligned with its mission to promote technology-based entrepreneurship, innovation, and applied research commercialization, while fostering a culture of excellence, collaboration, and sustainability within the incubation ecosystem.

1.3 Objectives

- To standardize operational procedures and service delivery.
- To ensure accountability, transparency, and performance efficiency.
- To align incubation activities with Ethiopia's industrialization and innovation goals.
- To enhance the employability and entrepreneurial capability of TVET graduates and innovators.

2. Governance and Organizational Structure

2.1 Institutional Framework

The Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC) functions as a specialized unit under the organizational umbrella of the Federal Technical and Vocational Training Institute (TVTI). Its operations are guided by national policies and strategies that promote innovation, entrepreneurship, and technology-based economic development in Ethiopia.

The institutional framework of FTVTI-TFIC is built on a multi-stakeholder collaboration model, ensuring strong alignment between education, industry, and government priorities. The Center works in close partnership with the following key institutions and stakeholders:

- Ministry of Labor and Skills (MoLS): Provides strategic direction and policy oversight related to skills development, entrepreneurship promotion, and employment creation through technical and vocational training initiatives.

- Ministry of Innovation and Technology (MinT): Supports the Center in advancing research and innovation, strengthening technology transfer systems, and promoting the commercialization of applied research outcomes.
- Industry and Private Sector Partners: Serve as critical collaborators in technology validation, product development, and market linkage. They offer mentorship, internship opportunities, and potential investment partnerships for incubatees.
- Regional TVET Agencies and Innovation Hubs: Facilitate regional outreach, innovation ecosystem development, and the replication of incubation best practices across various technical and vocational institutions throughout the country.

This collaborative framework ensures that the Center remains an integrated platform for transforming technical knowledge and innovative ideas into practical, market-ready solutions that contribute to national industrialization and job creation goals.

2.2 Organizational Structure

Governance Levels:

The governance structure of the **Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)** is designed to ensure effective leadership, accountability, and operational efficiency. It consists of multiple interconnected levels of management and support units, each with defined roles and responsibilities to facilitate smooth coordination and performance monitoring.

The main governance levels include:

1. **Advisory Board**
   The Advisory Board provides **strategic direction, policy guidance, and oversight** to ensure that the Center's operations align with national development goals and institutional mandates. It reviews performance reports, advises on strategic partnerships, and supports decision-making on long-term planning, funding priorities, and program expansion.
2. **Incubation Center Management Team**
   This team is responsible for the **overall coordination and day-to-day management** of the Center's activities. It ensures the implementation of incubation programs, resource

allocation, stakeholder engagement, and performance monitoring. The team is led by the Center Manager and supported by unit heads and technical coordinators.

3. **Technical Support Units**

   These units provide **specialized technical assistance and innovation support services** to incubatees and partners. Their roles include prototype development, product testing, research and development (R&D) support, and facilitation of technology transfer and commercialization processes.

4. **Administrative and Finance Unit**

   This unit manages all **financial, administrative, procurement, and logistical operations** of the Center. It ensures efficient utilization of resources, compliance with institutional financial regulations, and timely reporting. The unit also handles human resource administration and asset management.

5. **Innovation and Training Unit**

   The Innovation and Training Unit is responsible for **designing, coordinating, and implementing training, mentorship, and capacity-building programs** for incubatees and staff. It also manages workshops, seminars, and exposure visits aimed at enhancing entrepreneurial skills, innovation capabilities, and technology adoption.

Together, these governance levels form a **coherent management system** that supports transparency, operational effectiveness, and continuous improvement in the Center's innovation and incubation ecosystem

2.3 Roles and Responsibilities

A. Advisory Board

- Approves strategic plans, policies, and partnerships.
- Reviews quarterly and annual performance reports.
- Ensures alignment with FTVTI's institutional goals.

B. Incubation Center Manager

- Oversees daily operations and program implementation.
- Coordinates staff and external stakeholders.

- Prepares reports and manages budget execution.

C. Incubation Development Technologists

- Support prototype design, testing, and technology transfer.
- Manage workshop and lab facilities.
- Provide mentorship and hands-on technical training.

D. Innovation and Business Development Officers

- Support business model development and market linkage.
- Coordinate mentoring and entrepreneurship training.
- Facilitate access to finance, investors, and competitions.

E. Administrative & Finance Officer

- Manage financial transactions and reporting.
- Handle procurement, logistics, and asset management.
- Support staff recruitment and HR functions.

3. Incubation Program Framework

The incubation process at the **Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)** is implemented through a structured, phased approach designed to guide innovators and entrepreneurs from the ideation stage to full commercialization and business growth. Each stage provides tailored support services, capacity-building interventions, and performance evaluations to ensure sustainable enterprise development.

The incubation program consists of three main stages:

1. Pre-Incubation Stage (3–6 Months)

The pre-incubation stage serves as the entry phase of the program, focusing on transforming raw ideas into viable business concepts. During this period, selected participants receive

foundational support aimed at idea refinement and validation.

Key activities include:

- **Idea Validation and Concept Development:** Assessing the feasibility and relevance of proposed innovations through market research, technical review, and stakeholder feedback.
- **Initial Business Plan Preparation:** Assisting participants in drafting their first business plans, including value proposition design, customer identification, and revenue model formulation.
- **Pitching and Screening for Incubation:** Participants present their refined concepts to an evaluation panel for selection into the main incubation program based on innovation potential, market fit, and scalability.

2. Incubation Stage (6–12 Months)

The incubation stage is the **core operational phase** of the program, where ideas are developed into tangible products or services. Incubatees receive intensive technical, business, and financial support to help them establish a sustainable enterprise.

Key activities include:

- **Product Prototyping and Testing:** Development of functional prototypes and pilot testing to ensure technical soundness and market readiness.
- **Business Model Refinement:** Strengthening the business structure through mentorship, customer validation, and iterative business model improvement.
- **Access to Facilities and Mentorship:** Provision of co-working spaces, technical laboratories, and expert mentorship to support product development, branding, and production processes.

3. Acceleration Stage (6 Months)

The acceleration stage focuses on **scaling and market integration** for incubatees who have demonstrated business viability and growth potential. The Center provides advanced business development and investment linkage services to support expansion.

Key activities include:

- **Investment Readiness and Scaling:** Preparing enterprises for investment by improving financial systems, governance structures, and investor communication skills.
- **Market Linkage and Branding:** Facilitating connections with customers, distributors, and industrial partners, while supporting brand development and market positioning.
- **Exit and Graduation:** Formal transition of incubatees from the program after achieving predefined milestones, including product launch, business registration, and funding acquisition. Graduates remain connected to the Center through alumni networks and post-incubation support services.

This structured three-stage approach ensures that entrepreneurs receive **progressive and needs-based support**, enabling them to successfully transition from concept development to commercial operation and long-term sustainability.

3.2 Admission Criteria

Applicants must:

To ensure that the incubation program attracts capable and committed participants, the Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC) has established a set of eligibility requirements for all applicants. These criteria help identify individuals and teams with innovative, technology-driven ideas that have the potential to create measurable social and economic impact.

Applicants must meet the following requirements:

- Be Innovators, Students, or Early-Stage Entrepreneurs:
  Applicants should be individuals or groups actively engaged in developing a technology-based innovation, product, or service. This includes TVET and university students, recent graduates, or early-stage entrepreneurs who are seeking structured support to transform their ideas into viable business ventures.
- Demonstrate Local Relevance and Sustainability:
  Proposed innovations must address locally identified development challenges and demonstrate potential for sustainability in the Ethiopian context. Solutions that

contribute to key sectors such as agriculture, manufacturing, renewable energy, health, or ICT are particularly encouraged.

- Pass Technical and Business Feasibility Evaluation:
All applicants will undergo a structured evaluation process based on predefined technical and business feasibility criteria (refer to the evaluation table in Annex). This assessment ensures that only ideas with realistic implementation potential and market viability are selected for incubation.

- Commit to Full Participation:
Selected incubatees must be willing to actively participate in all phases of the incubation program, including training sessions, mentorship activities, progress reviews, and networking events. Commitment to the incubation schedule and compliance with Center policies is mandatory for continued participation.

This eligibility framework ensures that the incubation process remains inclusive yet competitive, supporting innovators who demonstrate both technical potential and entrepreneurial commitment to contribute to Ethiopia's innovation-driven growth.

3.3 Selection Procedure

The **Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)** follows a transparent, merit-based, and structured process to select qualified innovators and entrepreneurs for its incubation programs. The process ensures fairness, inclusivity, and alignment with the Center's mission to promote technology-driven and locally relevant innovations.

The selection and admission process involves the following key steps:

1. Call for Applications

The Center issues a formal **Call for Applications** through various official communication channels such as the **FTVTI website, social media platforms, partner institutions, regional TVET agencies, and innovation hubs.**
The announcement clearly outlines the eligibility criteria, thematic focus areas, required documents, submission deadlines, and evaluation procedures. The call aims to attract a diverse pool of applicants representing different regions and technological disciplines.

2. Screening and Shortlisting

After applications are received, an initial **screening process** is conducted by the incubation team to verify eligibility and completeness of submissions. This stage ensures that only applicants who meet the minimum entry criteria including relevance, innovation potential, and technical feasibility — proceed to the next level.

Shortlisted applicants are then notified and invited to participate in the pitching session.

3. Pitching Session

Qualified applicants are invited to present their ideas in a **Pitching Session** before a **Technical Evaluation Committee** composed of experts from academia, industry, and the incubation center.

During the session, participants showcase their innovation concept, technical solution, and business potential. The committee evaluates the presentations based on predefined criteria such as innovation level, market need, scalability, social impact, and team competence. Constructive feedback is provided to all presenters to help them refine their ideas further.

4. Final Selection and Admission

The **Incubation Center Management Team** reviews the evaluation results and recommendations of the Technical Committee to make the final selection. Approved applicants are officially admitted into the incubation program and are required to sign an **Incubation Agreement**, outlining the terms of participation, expected outcomes, and resource usage guidelines.

Unsuccessful applicants may receive feedback and are encouraged to improve their concepts for future application rounds.

This step-by-step selection process ensures **objectivity, transparency, and equal opportunity**, while guaranteeing that only the most promising and feasible innovations progress into the incubation progr

3.4 Support Provided

The **Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)** provides a comprehensive range of support services designed to help incubatees transform their innovative

ideas into viable, market-ready products and sustainable enterprises. These services combine technical, business, and institutional assistance to ensure holistic entrepreneurial development.

The main incubation support services include:

1. Shared Workspace and Workshop Facilities

Incubatees are provided with access to **fully equipped shared workspaces, fabrication workshops, and innovation labs** that foster collaboration and creativity. These spaces offer a conducive environment for teamwork, experimentation, and small-scale production activities.

2. Access to Prototyping Tools and Laboratory Equipment

The Center offers **modern prototyping, testing, and laboratory equipment** that enables innovators to design, build, and refine their products efficiently. Technical staff are available to assist incubatees in using these tools safely and effectively throughout the product development cycle.

3. Business Development Services

Comprehensive **business development support** is provided to help incubatees build strong and sustainable enterprises. Services include business planning, financial management, market analysis, branding, product pricing, and customer engagement strategies — all tailored to the needs of each startup.

4. Mentorship and Coaching

Each incubatee is assigned experienced **mentors and business coaches** who provide personalized guidance throughout the incubation journey. Mentorship covers both technical and entrepreneurial aspects, including innovation management, leadership skills, and market strategy. Regular one-on-one sessions and group clinics are organized to track progress and resolve challenges.

5. Networking and Partnership Opportunities

FTVTI-TFIC facilitates **linkages with key stakeholders**, including industry partners, investors, government agencies, and academia. Incubatees benefit from exposure visits, exhibitions, and partnership events that enhance visibility, attract investment, and create opportunities for collaboration and scaling.

6. Legal and Intellectual Property (IP) Guidance

The Center provides **legal advisory services** and **intellectual property support** to help innovators protect their inventions and manage ownership rights. Guidance covers areas such as patent application, copyright, trademarks, and licensing agreements to ensure ethical and secure commercialization of innovations.

Through these integrated services, FTVTI-TFIC ensures that each incubatee receives the **technical, business, and institutional support** necessary to successfully develop, launch, and grow a technology-based enterprise.

4. Operational Procedures

4.1 Prototype Development Workflow

The **prototype development process** at the Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC) follows a systematic and iterative workflow designed to transform innovative ideas into functional and market-ready prototypes. The process integrates design thinking, technical engineering, and continuous improvement principles to ensure that products meet user needs, performance standards, and production feasibility.

The workflow consists of five key stages:

1. Idea Design and Problem Validation

This initial stage focuses on **understanding the problem**, defining user needs, and shaping the idea into a clear, actionable concept. Incubatees identify the core challenge they aim to solve and conduct **background research and stakeholder consultations** to confirm the relevance

and practicality of the proposed solution.

Outputs include a refined problem statement, clear design objectives, and an early concept outline.

2. Concept Sketching and CAD Modeling

Once the idea is validated, the next step involves **visualizing and digitally modeling** the concept. Incubatees create preliminary sketches and use **Computer-Aided Design (CAD)** tools to develop accurate 2D and 3D representations of the product.

This stage enables the design team to analyze dimensions, structure, and assembly requirements before moving to physical fabrication. CAD models also support communication between designers, engineers, and fabrication technicians.

3. Material Selection and Fabrication

Based on the design specifications, suitable **materials and production methods** are selected to balance cost, durability, and performance. Fabrication takes place in the Center's **prototype workshop or fabrication lab**, using available tools such as 3D printers, CNC machines, welding equipment, or electronics assembly kits.

This stage transforms digital designs into **physical prototypes**, marking the transition from concept to tangible form.

4. Prototype Testing and Improvement

The fabricated prototype undergoes **testing and performance evaluation** to verify functionality, reliability, and user satisfaction. Feedback is collected from technical experts, end-users, and mentors to identify areas for improvement.

Based on test results, the prototype may go through several **iterations and refinements** to enhance efficiency, safety, and market suitability.

5. Documentation and Presentation

The final stage involves comprehensive **documentation of the prototype development process**, including design specifications, test results, technical drawings, and user manuals.

Incubatees prepare a **presentation or demonstration** of the prototype for internal review, exhibitions, or investor showcases.

Proper documentation ensures **knowledge sharing, reproducibility, and intellectual property protection**, while the presentation serves as a platform for feedback and potential commercialization support.

This structured workflow ensures that innovation at FTVTI-TFIC follows a **disciplined, iterative, and results-oriented process**, leading to the creation of practical and scalable technological solutions.

4.2 Mentorship & Training

- Regular technical and business mentorship sessions (weekly)
- Specialized workshops on:
    - Product design & digital fabrication
    - Marketing, finance, and branding
    - Innovation management & IP protection
- Guest lectures by industry experts and alumni

4.3 Equipment and Facility Use Policy

The **Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)** maintains well-equipped laboratories, workshops, and fabrication spaces that support innovation, product development, and prototype testing. To ensure the **safe, efficient, and responsible use** of these facilities, the following utilization procedures and guidelines shall be strictly observed by all users.

1. Access Control

Access to laboratory and workshop facilities is **restricted to registered incubatees, authorized staff, and approved partners**. Unauthorized entry or use of equipment is strictly prohibited. Each user must sign in through the access log and comply with all safety and operational rules established by the Center.

2. Booking and Scheduling

Users are required to **book machines, tools, or workspaces in advance** through the designated booking system or laboratory coordinator. This scheduling process ensures fair allocation of resources, minimizes downtime, and avoids conflicts in equipment usage. Priority is given to ongoing incubation projects aligned with the Center's work plan.

3. Usage Logging and Record Keeping

A **proper usage logbook** must be maintained for all machines and specialized tools. Users are responsible for recording details such as date, project name, duration of use, and the condition of the equipment before and after operation. This record helps track utilization patterns, identify maintenance needs, and ensure accountability.

4. Responsibility for Damages

Users are required to **handle all tools and machines with care**. Any damage resulting from **negligence, misuse, or failure to follow operating instructions** will be the responsibility of the user or their project team. In such cases, the Center may require compensation or corrective action as per institutional policy.

5. Maintenance and Technical Supervision

Regular **preventive and corrective maintenance** of equipment shall be conducted by **designated technologists or technical support staff**. Users are not allowed to perform unauthorized repairs or adjustments. All malfunctioning tools or machines must be immediately reported to the laboratory supervisor to prevent accidents or further damage.

These procedures are designed to promote a **safe, organized, and sustainable laboratory environment** that supports innovation while ensuring the longevity and reliability of the Center's technical resources.

4.4 Safety and Environmental Standards

To ensure a **safe, secure, and environmentally responsible working environment**, the Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC) has established the following safety, security, and waste management procedures. All incubatees, staff, and authorized users must strictly adhere to these protocols while using laboratory, workshop, or prototyping facilities.

1. Safety Orientation

All users are required to **complete a mandatory safety orientation** before accessing any workshop, laboratory, or technical facility. The orientation covers proper equipment handling, emergency response procedures, hazard identification, and general workplace safety rules. Completion of this training is a prerequisite for facility access.

2. Use of Personal Protective Equipment (PPE)

PPE such as safety goggles, gloves, lab coats, helmets, and protective footwear must be worn at all times in workshops and laboratories. Failure to use appropriate PPE may result in restricted access or suspension from the facility. PPE is provided by the Center, and users are responsible for maintaining and using it correctly.

3. Proper Waste Management

All waste materials generated during prototyping, fabrication, or testing must be **segregated, handled, and disposed of according to established procedures**. This includes hazardous materials, electronic components, chemicals, and general workshop debris. Users are responsible for ensuring that their workspace remains clean and that waste is deposited in designated disposal points.

4. Fire Safety and First Aid

The Center maintains **fire extinguishers, smoke detectors, and first aid kits** in all workshops and laboratory areas. Equipment must be **inspected monthly** by the technical staff to ensure readiness. Users must be familiar with fire evacuation routes, alarm systems, and the

location of first aid kits. In the event of an emergency, immediate reporting to the designated safety officer is required.

These protocols are designed to **protect personnel, safeguard equipment, and maintain a safe, organized, and sustainable innovation environment** at FTVTI-TFIC. Compliance is mandatory, and violations may lead to disciplinary measures or restricted facility access.

5. Administrative and Financial Management

5.1 Financial Sources

The **Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)** is funded through a combination of government allocations, external grants, and private sector contributions. These diverse financial sources ensure the sustainability of the Center's operations, support incubatees, and facilitate technology-based innovation and commercialization initiatives.

The primary sources of funding include:

1. FTVTI Budget Allocation

The Center receives a **dedicated budget from the Federal Technical and Vocational Training Institute (FTVTI)** as part of its operational funding. This allocation covers essential expenses such as staff salaries, facility maintenance, program implementation, and basic operational costs. The allocation is subject to national budgetary guidelines and institutional financial regulations.

2. Grants and Project Funds

FTVTI-TFIC actively pursues **national and international grants, research funding, and project-based financial support** from development partners, governmental programs, and innovation promotion agencies. These funds are typically earmarked for specific initiatives, such as technology development, capacity building, prototyping, and market linkages. Proper reporting and accountability measures are followed to ensure compliance with grant conditions.

3. Private Sector Sponsorship

The Center collaborates with **private sector companies, industry partners, and corporate sponsors** who provide financial or in-kind support. Sponsorships may include funding for incubation programs, provision of equipment, mentorship, or networking events. These partnerships enhance the sustainability of the incubation ecosystem and facilitate stronger linkages between incubatees and the market.

By leveraging these financial sources, FTVTI-TFIC ensures the **effective delivery of incubation services**, the provision of technical and business support to entrepreneurs, and the long-term sustainability of its innovation and technology commercialization activities.

5.2 Financial Procedures

To ensure **transparency, accountability, and proper utilization of resources**, the Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC) follows standardized financial procedures in line with national regulations and institutional policies. All financial activities are carefully monitored and documented to maintain integrity in the management of funds and resources.

The key financial procedures include:

1. Authorization of Payments

All disbursements, including payments for operational expenses, procurement, service contracts, or project activities, must be **authorized by the technology & enterprise directorate director** or an officially delegated officer. No payments shall be executed without prior approval, ensuring proper oversight and adherence to budget allocations.

2. Transparent Procurement Process

Procurement of goods, equipment, and services is conducted through a **transparent and competitive process**, strictly following **national procurement guidelines and institutional policies**. This ensures fairness, accountability, and the acquisition of quality products and services at reasonable costs.

3. Proper Documentation

All financial transactions must be **fully documented**. Required documents include invoices, receipts, payment vouchers, contracts, and any supporting approvals. Proper record-keeping enables audits, financial tracking, and verification of expenditures, contributing to overall fiscal responsibility.

4. Financial Reporting

The Center prepares and submits **comprehensive financial reports on a quarterly basis** to the FTVTI Finance Department. Reports include a summary of income, expenditures, budget utilization, and any variances. These reports facilitate oversight, planning, and accountability to stakeholders, including funding partners and government authorities.

By adhering to these procedures, FTVTI-TFIC ensures that **financial resources are managed efficiently, transparently, and in full compliance with regulatory requirements**, supporting the sustainability and effectiveness of its incubation programs.

5.3 Asset and Inventory Management

- Effective management of assets and inventory is essential for ensuring **operational efficiency, accountability, and sustainability** of the Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC). The Center follows structured procedures to track, monitor, and maintain all physical and consumable resources.

The key practices for asset and inventory management include:

- ### 1. Fixed Assets Tagging and Recording

All **fixed assets**, including machinery, furniture, laboratory equipment, and IT infrastructure, are **assigned unique identification tags** and recorded in the Center's asset register. This facilitates accurate tracking, accountability, and depreciation management.

- ***2. Equipment Register Maintenance***

The **Administrative Officer** is responsible for maintaining an up-to-date **equipment register**. This register contains detailed information about each asset, including acquisition date, specifications, condition, location, and responsible user or unit. The register ensures transparency and serves as a reference for operational planning and audits.

- ***3. Annual Inventory Audit***

A **comprehensive inventory audit** is conducted annually to verify the existence, condition, and utilization of all assets. Discrepancies, losses, or damages are documented, and corrective actions are implemented. The audit results are submitted to management for review and incorporation into financial and operational planning.

- ***4. Monitoring of Consumables***

Consumable materials, parts, and supplies used in laboratories, workshops, and offices are **monitored on a monthly basis**. Usage patterns are recorded, and replenishment schedules are maintained to prevent shortages or wastage. Proper stock management ensures uninterrupted operation of incubation activities and cost-effectiveness.

- By implementing these asset and inventory management practices, FTVTI-TFIC ensures **optimal utilization, accountability, and longevity of resources**, while supporting smooth and efficient program operations.

6. Monitoring, Evaluation, and Reporting

6.1 M&E Objectives

The **Monitoring and Evaluation (M&E) framework** of the Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC) is designed to systematically track, assess, and improve the performance of incubation programs. The primary objectives of the M&E system are to ensure **effectiveness, accountability, and continuous learning** within the Center's operations.

Key objectives include:

1. Track Performance and Outcomes

The M&E system enables the Center to **monitor the progress of incubatees, projects, and program activities** against defined goals and key performance indicators (KPIs). This includes tracking milestones such as prototype development, business model validation, funding acquisition, and market entry. Accurate tracking ensures timely interventions and informed decision-making.

2. Ensure Accountability to Partners and Funders

By systematically collecting and analyzing data, the M&E framework ensures **transparent reporting to stakeholders**, including government agencies, funding partners, and private sector collaborators. This accountability reinforces trust, demonstrates responsible use of resources, and supports ongoing financial and technical support for the Center.

3. Identify Lessons Learned for Program Improvement

The M&E system is also a **learning tool**, capturing successes, challenges, and best practices from program implementation. Insights gained from monitoring and evaluation is used to **refine incubation methodologies, enhance support services, and improve program outcomes**. This continuous feedback loop strengthens the Center's capacity to deliver high-impact entrepreneurship and innovation support.

This structured M&E approach ensures that FTVTI-TFIC remains **results-oriented, transparent, and adaptive**, fostering a culture of excellence, learning, and accountability across all incubation activities.

6.2 Key Performance Indicators (KPIs)

The **Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)** uses a set of **Key Performance Indicators (KPIs)** to measure the effectiveness and impact of its programs. These KPIs provide quantitative and qualitative insights into the Center's performance across its core operational areas, enabling data-driven decision-making, accountability, and continuous improvement.

Area	Indicator	Description
Innovation Support	Number of prototypes developed	Tracks the total number of functional prototypes created by incubatees during the incubation program, reflecting the Center's technical support and innovation output.
Business Development	Number of startups graduated	Measures the number of incubatees who successfully complete the incubation program, demonstrating readiness for market entry or scaling.
Training & Mentorship	Number of participants trained	Captures the total participants who receive structured training, workshops, and mentorship sessions, indicating capacity-building efforts.
Partnerships	Number of collaborations signed	Monitors formal agreements, MOUs, or partnerships with industry, government, or research institutions, reflecting network expansion and ecosystem integration.
Impact	Jobs created, products commercialized	Tracks the tangible outcomes of incubation activities, including employment generated and innovations successfully launched in the market, reflecting socio-economic impact.
Intellectual Property (IP)	Number of IP-registered technologies	Monitors the total number of technologies or innovations formally registered for **patents, copyrights, trademarks, or other IP rights**, reflecting the Center's contribution to innovation protection and commercialization readiness.

These KPIs allow FTVTI-TFIC to **monitor progress, evaluate effectiveness, and communicate achievements** to stakeholders, ensuring that program objectives are met and continuous improvements are implemented.

6.3 Reporting Framework

- **Monthly Reports:** Activity updates by units.

- **Quarterly Reports:** Summary of progress, challenges, and achievements.
- **Annual Report:** Comprehensive performance review and impact summary.

7. Collaboration and Partnership Management

7.1 Internal Partnerships

- Integration with FTVTI departments and research units.
- Joint project development with faculties and student clubs.

7.2 External Partnerships

- Engagement with industries, chambers of commerce, and investors.
- Linkage with international innovation networks.
- MoUs with regional TVET and incubation centers.

7.3 Communication and Visibility

- Maintain an active website and social media presence.
- Organize annual innovation exhibitions.
- Publish success stories and newsletters.

8. Human Resource Management

8.1 Staffing Structure

- Incubation Center Manager
- Incubation Development Technologists
- Innovation & Business Officers
- Administrative & Finance Officer
- Support staff (technicians, assistants, etc.)

8.2 Recruitment and Training

- Transparent and merit-based recruitment.
- Continuous professional development (CPD) for all staff.

- Exchange visits and training with partner incubation centers.

8.3 Code of Conduct

- Professional integrity and teamwork.
- Confidentiality of incubatees' intellectual property.
- Zero tolerance for discrimination, corruption, or harassment.

9. Risk Management

Category	Risk	Mitigation
Operational	Equipment breakdown	Preventive maintenance & insurance
Financial	Budget delays	Diversify funding sources
Safety	Workshop accidents	Regular training & supervision
Programmatic	Low startup performance	Targeted mentorship & review
Reputational	Misuse of funds/resources	Strong internal controls

10. Annexes

Annex 1: Application Form Template

Annex 1: ለኢንኩቤሽን ማዕከል አገልግሎት ማመልከቻ ቅጽ

የተሳታፊዎችን ችግር ከመገንዘብ አንጻር የመመዝገቢያ የጊዜ ሰሌዳ ለሁለት ወር ከፈት ሆኖ የሚቆይ ሲሆን፡በተጨማሪም በአካባቢያቸው የሚገኙ ኮሌጆችና ዩኒቨርስቲዎች አመልካቾችን በምዝገባ ሂደቱ አነዲያግዙ በማስተወቂያ ላይ በግልፅ ተቀምጧል።

ክፍል 1:የአመልካች ፕሮፋይል

ሙሉ ስም	
ኢሜል	
ሞባይል	
የት/ት ደረጃ	
የቢዝነስ ስም (ካለ)	
ዌብሳይት (ካለ)	
የመኖሪያ አድራሻ	
የትውልድ ዘመን	
ፆታ	

ክፍል 1:የቢዝነስ መግለጫ

የቢዝነስ ሓሳቡ ስም	
ኢንደስትሪ/ሴክተር	
ያለበት ደረጃ: (ሓሳብ, ፕሮቶታፕይፕ, Early Stage, etc.)	

የቢዝነስ ሓሳቡ ዝርዝር መግለጫ (150-200 ቃላት):

ስለ ቢዝነስ ሀሳቡ ግልፅ ማብራሪያ ስጥ፡ስለ ሚፈታው ችግር ና ስለታሰበው የመፍትሄ ሓሳብ

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Section 3: Market Potential/ የገበያ አቅም

Target Market/የታለመው ገበያ

Briefly describe your target market, including customer segments/ታላሚ የተደረገው ገበያ ፍላጎት ይገለፁ፡ደንበኛም ጭምር

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Market Need (150-200 words)

Explain the need for your product or service in the market. Include any evidence or data supporting this need/ለምርቶ ወይም ለአገልግሎትገባያው ያለውን ፍላጎት ግለፁ፡የትኛውንም ደጋፊ ማስረጃ ያካቱ

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Potential for Growth (100-150 words) /ለማደግ ያለውን አቅም

Discuss the scalability of your business idea and the potential for future expansion/የቢዝነስ ሐሳቡ ለወደፊት የለውን የማደግ ና የመስፋፋት አቅም ያብራሩ

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Section 4: Feasibility and Execution Plan/አዋጪነት እና ቢዝነስ ማስጀመሪያ እቅድ

Business Model (100-150 words)

How do you plan to generate revenue? Describe your business model and potential revenue streams./ገቢ ለማመንጨት ምን አቅደዋል? የሚከተሉትን የቢዝነስ ሞዴል እና ዕምቅ የገቢ ምንጮችን ይግለፁ

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Execution Strategy (150-200 words)የቢዝነስ *መጀመሪያ ስትራቴጂ*

Outline your plan for turning your idea into a viable business, including key milestones, marketing strategies, and product development. /ሐሳቦን ወደ ሚጨበጥ ምርት ለመቀየር ያቀዱትን እቅድ ይዘርዝሩ፡፡ቁልፍ ተግባራትን፤የሺያጭ ስትራቴጂዎን እና የምርት ልማት ዐቅዱን ያካቱ

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Risks and Challenges (100-150 words)/አዳጋና ተግዳሮቶች

Identify any potential risks or challenges you foresee and how you plan to mitigate them./የተለዩ

የአደጋ ስጋቶችና ተግደሮቶች እነዲሁም የመፍትሄ ሀሳቦን ይግለÉ

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Section 5: Team Composition/ የቡድን አወቃቀረ

Team Members/ የቡድን አባላት

List key team members (if any), including their roles and relevant expertise.የቡድን አባላት ዝርዝር(ካለ)፣የስራ ድርሻቸውን እና ልምዳቸውን ያካቱ

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Team Skills and Expertise (100-150 words)የቡድኑ ከህሎት ና ሙያ

Describe the team's skills and experience and how they will contribute to the success of the

business idea.

የቡድኑ *ሙያ* ና ልምድ እንዲሁም ለቢዝነስ ሃሳቡ መሳካት ያልውን አብርከቶ ይገለÉ

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Section 6: Impact / አስተዋጾ

Social/Environmental Impact (100-150 words)ማህብራዊ/አካባባዊ አስተዋÌ

Explain how your business idea addresses local challenges (such as job creations, technology transfer, import substitution, etc...) or contributes to social or environmental goals. የቢዝነስ ሀሳቡ ከባባዊ ችግሮችን እንዴት እንደሚፈታ(እንድ ስራ ዕድል ፈጥራ፡ቴከኖሎጂ ሽግግር ና ከውጪ ሚገቡ ምርቶችን መተካት ወዘተ) አልያም ማህብራዊና አካባባዊ ግቦች መሳካት ያለው አስተዋÌ ይብራራ

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Section 7: Support Needs/ የሚፈለገው ድጋፍ

Why do you want to join this pre-incubation program? (100-150 words) Explain how the program's resources, mentorship, or network will help you further develop your business idea. / ይህንን ቅድመ ኢንኩቤሽን ፕሮግራም መቀላቀል ለምን ፈለጉ?የፕሮግራሙ ግበዐት፣ማማከር አልያም የቢዝነስ ኔትዎርክ፤ የቢዝነስ ሃሳቦን ከማሳደግ አንጀር ያልውን ሚና ያብራሩ

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What specific support do you need? (Training, Mentorship, Networking, Funding, Office Space, etc.)

ምን ዓይነት ውስን ድጋፍ ይፍልጋሉ(ስልጠና፣ማማከር፣ቢዝነስ ኔትዎርክ፣ፈንድ፤መስሪያ ቦታ፣ወዘተ

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6.2.የመግቢያ ማመልከቻ ማረጋገጫ

በዚህ ማመልከቻ ውስጥ የቀረበው መረጃ ትክክል ስለመሆኑ አረጋግጣለው። ስህተት የሆነ መረጃ ከስጠሁ በፌዴራል ቲቪቲ

ተቋም ኢንኩቤሽን ማዕከል ውስት እንዳትቅብሉኝ/ ወይም ያቀረብኩት ማመልከቻ እንዲሰረዝ ወይም ለወደፊቱም ከሆነ ከማዕከሉ እንድባረር ምክንያት ሊሆን እንደሚችል በትክክል አውቃለው። በዚህ ማመልከቻ ላይ የተጠቀሱትን (የተጠቀሱት ሰዎች፣ ድርጅቶች ወይም ኩባንያዎች ከቀድሞ የስራ ታሪኬ፣ ትምህርቴ እና ብቃቴ ጋር በተያያዘ ማንኛውንም መረጃ ለመስጠት ፈቃደኛ መሆናቸውን አረጋግጣለው። በተጨማሪም እኔም እንዲህ ያለ መረጃ እንዲጠየቅ እና ለምስጠትም ፈቃደኛ ነኝ።

በዚህ ማመልከቻ አማካኝነት፣ የፌዴራል ቲቪቲ ተቋም ኢንኩቤሽን ማዕከል ደንቦችን እና ህጎችን ለመከተል ተስማምቻለሁ። እነዚህ ደንቦች በማንኛውም ጊዜ በማዕከሉ ብቻ ምርጫ ሊቀየሩ፣ ሊጨመሩ ወይም ሊተረነሙ ይችላሉ፣ ይህም ያለ ቅድመ ማስጠንቀቂያ ሊከናወን ይችላል። እንዲሁም፣ የኔ የእንክቤሽን ሁኔታ በማንኛውም ጊዜ ያለ ምክንያት ወይም በማስጠንቀቂያ በተቋሙ ወይም በእኔ ፈቃድ ሊቋረጥ ወይም ሊሰረዝ አንደሚችል አውቄ ተስማምቻለው።

የአመልካቾ ስም: _____

ፊርማ: _____

ቀን: _____

ቦታ: _____

እባከዎ የሞሉትን ማመልከቻውን ከሚፈለጉት አጋዥ ሰነዶች ጋር በማያያዝ በሃርድ ኮፒ ወደ ሚከተለው አድራሻ ይላኩ፡

ለ የኢንኩቤሽን ማዕከል ዳይሬከተር

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አዲስ አበባ፣ ፌዴራል ቲቪቲ ተቋም

Annex 2: Mentor-Mentee Agreement Form

Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)

Mentor–Mentee Agreement Form

Document Code: FTVTI-TFIC/MMA/2025

Effective Date: _____

Version: 1.0

1. Purpose of the Agreement

This agreement establishes a mutual understanding between the **Mentor** and the **Mentee** participating in the incubation and innovation development program at the Federal TVTI Tech-Focused Incubation Center. The purpose is to define clear roles, responsibilities, and expectations that ensure productive mentorship, professional growth, and innovation success.

2. Parties to the Agreement

Role	Full Name	Position/Title	Institution/Startup	Contact (Phone & Email)
Mentor				
Mentee				

3. Duration of Mentorship

- **Start Date:** _____
- **End Date:** _____
- **Frequency of Meetings:** ☐ Weekly ☐ Biweekly ☐ Monthly
- **Preferred Meeting Mode:** ☐ In-person ☐ Online ☐ Hybrid

4. Objectives of the Mentorship Relationship

The mentorship aims to:

1. Strengthen the mentee's technical, business, and innovation capacity.
2. Guide the mentee in prototype development and market readiness.
3. Support entrepreneurship mindset, leadership, and problem-solving skills.
4. Enhance networking and access to funding opportunities.

5. Foster a culture of professionalism, innovation, and accountability.

5. Roles and Responsibilities

A. Mentor Responsibilities

- Provide guidance, advice, and constructive feedback.
- Support mentee in technical and business decision-making.
- Maintain confidentiality of all proprietary and personal information.
- Dedicate agreed-upon time for mentorship sessions.
- Report mentorship progress to the Incubation Center.
- Promote ethical and professional conduct.

B. Mentee Responsibilities

- Attend scheduled mentorship sessions on time.
- Demonstrate commitment to assigned goals and tasks.
- Communicate openly and respectfully.
- Maintain confidentiality regarding shared insights.
- Prepare progress updates and submit required reports.
- Uphold professionalism and institutional values.

6. Mentorship Deliverables

The following deliverables will be achieved during the mentorship period:

No.	Deliverable/Goal	Expected Output	Target Date	Status
1				
2				
3				

7. Confidentiality Clause

Both parties agree to maintain confidentiality regarding any personal data, business idea, technical design, financial information, or proprietary content shared during the mentorship period. Disclosure is prohibited without written consent from the originating party or authorization from the Incubation Center.

8. Code of Conduct

- Maintain mutual respect, integrity, and professionalism.
- Avoid any form of discrimination, harassment, or conflict of interest.
- Refrain from financial or personal transactions outside program objectives.
- Follow the Federal TVTI-TFIC ethical and institutional guidelines.

9. Conflict Resolution

In case of disputes or misunderstandings:

1. The parties should attempt to resolve issues through dialogue.
2. If unresolved, the matter shall be referred to the **Incubation Center Management Team** for mediation.
3. The decision of the Center shall be final within institutional policies.

10. Termination of Agreement

The mentorship relationship may be terminated by:

- Mutual consent of both parties.
- Breach of confidentiality or ethical conduct.
- Lack of participation or repeated absenteeism.
- Completion of agreed deliverables.
  Written notification must be submitted to the Incubation Center Manager at least **two weeks prior** to termination.

11. Acknowledgement and Signature

By signing this agreement, both parties confirm that they have read, understood, and accepted the terms and responsibilities outlined herein.

Name	Signature	Date
Mentor:		
Mentee:		
Witness (FTVTI-TFIC Representative):		

12. for Office Use Only

Field	Details
Assigned Incubation Batch	
Sector / Focus Area	
Program Officer	
Verified by (Manager)	
Date Received	

Prepared by:

Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)

Addis Ababa, Ethiopia

Year: 2025 (2018 E.C.)

Annex 3: Equipment Use Log Sheet

Federal TVET Institute – Tech-Focused Incubation Center

EQUIPMENT USE LOG SHEET

Equipment Information	
Equipment Name:	
Equipment ID / Code:	
Category (e.g., CNC, Welding, 3D Printer):	
Location / Workshop:	
Responsible Technician:	

Usage Record Table

No.	Date	User Name	Department / Startup Name	Purpose of Use	Start Time	End Time	Duration (hrs)	Condition Before Use	Condition After Use	Technician's Remarks	User Signature	Technician Signature
1												
2												
3												
4												
5												

Maintenance & Observation Section

Date	Observed Issue / Fault	Action Taken	Repaired By	Verified By	Remarks

Usage Rules & Safety Notes

1. Only authorized users may operate the equipment.

2. Users must complete this log **before and after** use.

3. Report any fault, damage, or abnormal sound immediately to the technician.

4. Proper PPE must be worn during operation.

5. Equipment must be cleaned and returned to its original state after use.

6. Repeated misuse or failure to log use will lead to suspension of access privileges.

Prepared by: _____

Position: _____

Approved by: _____

Date: _____

Annex 4: Prototype Development Progress Report Template

FEDERAL TVET INSTITUTE – TECH-FOCUSED INCUBATION CENTER

PROTOTYPE DEVELOPMENT PROGRESS REPORT TEMPLATE

1. General Information

Item	Details
Project / Startup Name:	
Prototype Title:	
Category / Sector:	
Reporting Period:	From: _____ To_____
Report Date:	
Prepared By (Name & Position):	
Team Members / Innovators:	
Mentor / Supervisor:	
Incubation Stage:	Idea ☐ Prototype ☐ Pilot ☐ Commercialization ☐

2. Prototype Description

Provide a brief description of the prototype, its function, target users, and the problem it aims to solve.

Summary:

....

....

3. Objectives for the Reporting Period

List specific goals or milestones planned for this period (e.g., design completion, component testing, fabrication, etc.)

No.	Objective / Target	Planned Completion Date	Status (Achieved / Ongoing / Pending)	Remarks

1				
2				
3				

4. Activities Carried Out

Describe key technical and operational activities conducted during the reporting period.

No.	Activity Description	Date(s)	Responsible Person(s)	Tools / Equipment Used	Outcome / Result
1					
2					
3					

5. Materials, Tools & Equipment Used

No.	Item / Equipment	Purpose of Use	Quantity	Source (Institute / External)	Remarks
1					
2					

6. Prototype Development Progress Summary

Current Stage Achieved:

☐ Design Completed

☐ Fabrication in Progress

☐ Assembly Completed

☐ Testing & Evaluation

☐ Refinement

☐ Ready for Pilot / Market

Progress Summary:

....

....

Percentage Completion: _____%

7. Challenges Encountered

List technical, financial, or operational challenges that affected progress.

No.	Description of Challenge	Impact on Progress	Proposed Solution / Support Needed
1			
2			

8. Next Steps / Work Plan for Next Period

No.	Planned Activity	Responsible Person	Expected Output	Target Date
1				
2				

9. Photos / Illustrations of Prototype

(Attach clear images showing the progress of the prototype, fabrication process, or testing activities.)

Photo 1: _____

Photo 2: _____

Photo 3: _____

10. Review and Approval

	Prepared By:	Reviewed By (Mentor / Technologist):	Approved By (Center Manager):
Name:			
Signature:			
Date:			

Annex 5: Incubatee Exit and Graduation Criteria

FEDERAL TVET INSTITUTE – TECH-FOCUSED INCUBATION CENTER

INCUBATEE EXIT AND GRADUATION CRITERIA

1. Purpose

The purpose of this document is to establish clear and transparent **exit and graduation criteria** for startups, innovators, and incubatees within the Tech-Focused Incubation Center. These criteria ensure that incubatees successfully transition from incubation support to independent operation, market entry, or scaling, in alignment with the Institute's mission to promote technology-driven entrepreneurship and innovation.

2. Scope

This policy applies to **all incubatees**, whether individual innovators, teams, or startup enterprises, who have been formally admitted to the Tech-Focused Incubation Center at the Federal TVET Institute.

3. Definitions

- **Incubatee:** An individual, group, or startup enterprise receiving incubation services such as workspace, mentorship, technical support, or business development assistance.
- **Graduation:** The successful completion of the incubation program, demonstrating readiness for independent operation or commercialization.
- **Exit:** The formal discontinuation of incubation support, which may occur due to successful graduation or other reasons (e.g., underperformance, withdrawal, or policy violations).

4. Graduation Criteria

An Incubatee will be considered **eligible for graduation** upon meeting the following criteria:

A. Technical and Product Development

1. Prototype successfully designed, tested, and validated.
2. Product or technology demonstrates functional performance and safety.
3. Documentation of technical design, operation manual, and testing results completed.
4. Intellectual Property (IP) protection initiated (patent, trademark, or design registration, if applicable).

B. Business Readiness

1. Business model developed, validated, and demonstrated sustainability.
2. Business plan, financial projections, and marketing strategy completed.
3. Startup registered as a legal business entity (if applicable).
4. Established customer base or pilot clients for the developed product/service.
5. Demonstrated capacity to generate revenue or attract investment.

C. Institutional and Capacity Development

1. Participated in all mandatory incubation trainings, mentoring, and review sessions.
2. Demonstrated entrepreneurial, managerial, and leadership competency.
3. Proper use of institute's facilities, machinery, and tools as per center guidelines.
4. Positive evaluation by mentor(s), technologists, and incubation management team.

D. Financial and Administrative Compliance

1. Cleared all financial and administrative obligations (tool returns, material use, etc.).
2. Submitted all required progress and final reports.
3. Signed exit clearance and asset return form.

5. Exit Types

Type of Exit	Description	Conditions / Reasons
Graduation Exit	Successful completion of incubation program and readiness for market or scaling.	Meets all graduation criteria.
Voluntary Exit	Incubatee decides to withdraw from the program before completion.	Written notice submitted and approved by Center Manager.
Disciplinary Exit	Removal due to violation of rules, misconduct, or misuse of facilities.	Based on disciplinary committee decision.
Non-Performance Exit	Exit due to consistent underperformance or failure to meet milestones.	Determined after review and warnings.

6. Graduation Process

Step	Activity	Responsible Unit
1	Submission of final progress and prototype report	Incubatee
2	Evaluation of prototype and business performance	Evaluation Committee
3	Verification of compliance with technical, financial, and administrative criteria	Center Manager & Admin Officer
4	Approval of graduation status	Institute Director / Center Board
5	Issuance of **Graduation Certificate** and formal recognition	Incubation Center
6	Post-graduation follow-up (6–12 months) for performance tracking	Incubation Center

7. Post-Graduation Support

Graduated incubatees may continue to benefit from limited post-incubation support, including:

- Linkages to investors, markets, and industry partners.
- Access to specialized equipment or lab facilities (on a rental or partnership basis).
- Inclusion in alumni networks for collaboration and mentorship.
- Participation in exhibitions, competitions, and promotional events organized by the Institute.

8. Documentation and Records

All exit or graduation cases must be supported by:
- Final Prototype Development Report
- Business Plan & Financial Statement
- IP Documentation (if applicable)
- Clearance and Handover Form
- Graduation Evaluation Report

9. Approval and Effective Date

This policy shall be effective upon approval by the **Federal TVET Institute Management** and will be reviewed every two years to ensure continued relevance and alignment with institutional and national innovation policies.

Prepared by: _____

Position: Incubation Center Manager

Reviewed by: _____

Approved by: _____

Date: _____

Annex 6: Facility Safety Checklist

Prepared by:

Federal TVTI Tech-Focused Incubation Center (FTVTI-TFIC)

Addis Ababa, Ethiopia

2025 (2018 E.C.)