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## FDRE TVT INSTITUTE QUALITY MANUAL

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## Quality Manual Issue Index

## Quality Manual hard copy or soft copy control distribution Index

S. No	Document title	Issue No	Distributed /located to	No. copies	Remark
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2	Quality Manual	Initial release	Deputy General Director for Academic	01 Hardcopy	
3	Quality Manual	Initial release	Deputy General Director for Technology and Enterprise Development	01 Hardcopy	
4	Quality Manual	Initial release	Deputy General Director for Research and Community Service	01 Hardcopy	
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<b>Year of Excellence</b>			

## Contents

1. Introduction.....	7
1.1. Institution's Profile.....	7
1.2. Goals of the Quality Manual .....	9
1.3. Quality Policy.....	9
1.4. Quality Objectives.....	9
1.5. Scope of the Manual.....	10
2. Normative References.....	11
3. Quality Management System.....	12
3.1. General Requirements .....	12
3.2. Documentation requirements.....	12
3.2.1. General .....	12
3.2.2. Quality Manual .....	12
3.2.3. Control of documents .....	13
3.2.4. Control of records .....	13
3.3. Abbreviations .....	13
3.4. Quality Manual Distribution.....	14
3.5. Confidentiality of the Quality Manual.....	15
4. Institutional Context.....	16
4.1. Understanding the Institute and its Context .....	16
4.2. Understanding Requirements and Expectations of Interested parties .....	16
4.3. Determining the Scope of Quality Management System .....	16
4.4 Quality Management System and its Processes.....	17
5. Leadership.....	19
5.1. Leadership and Commitment .....	19
5.1.1. General .....	19

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016.E.C
<b>Year of Excellence</b>			



5.1.2. Customer Focus.....	20
5.2. Policy.....	20
5.2.1. Establishing the Quality Policy .....	20
5.2.2. Communicating the Quality Policy.....	20
5.3. Institutional Role, Responsibilities, and Authorities .....	21
6. Planning .....	22
6.1. Actions to Address Risks and Opportunities.....	22
6.2. Quality Objectives and Planning .....	22
6.2.1. Quality Objectives.....	22
6.2.2. Planning to Achieve Quality Objective.....	23
6.3. Plan of Change .....	23
7. Supports .....	25
7.1. Resources.....	25
7.1.1. General.....	25
7.1.2. People.....	25
7.1.3. Infrastructure.....	26
7.1.4. Environment for the Operation of Process.....	26
7.1.5. Monitoring and Measuring Resources .....	27
7.1.5.1. General.....	27
7.1.5.2. Measurement Traceability .....	27
7.1.6. Organizational Knowledge.....	27
7.2. Competence .....	28
7.3. Awareness .....	28
7.4. Communication .....	29
7.5. Documented Information.....	29
7.5.1. General .....	29

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016.E.C
<b>Year of Excellence</b>			

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<p>Effective date:  <b>01/09/2016 EC</b></p>	<p>Title  <b>Quality Manual</b></p>	<p>Issue No.  <b>2</b></p> <p>Page No.  <b>Page 5 of 50</b></p>

7.5.2.	Creating and Updating .....	30
7.5.3.	Control of Documented Information.....	30
8.	Operation .....	31
8.1.	Operational Planning and Control .....	31
8.2.	Requirements for Products and Services .....	31
8.2.1.	Customer Communication .....	31
8.2.2.	Determining the Requirements for Products and Services.....	32
8.2.3.	Review of Requirements for Products and Services .....	32
8.2.4.	Changes to Requirements for Products and Services .....	33
8.3.	Design and Development .....	33
8.4.	Control of Externally Provided Processes, Products and Services.....	33
8.4.1.	General .....	33
8.4.2.	Type and Extent of Control of External Provision.....	34
8.4.3.	Purchasing Information.....	34
8.5.	Production & Service Provision .....	34
8.5.1.	Control of Production & Service Provision .....	34
8.5.2.	Identification and Traceability .....	35
8.5.3.	Property belonging to customers or external providers .....	36
8.5.4.	Preservation.....	36
8.5.5.	Post-delivery Activities.....	36
8.5.6.	Control of Changes .....	36
8.6.	Release of Products & Services.....	37
8.7.	Control of Non-conforming Outputs .....	37
9.	Performance Evaluation.....	38
9.1.	Monitoring, Measurement, Analysis and Evaluation .....	38
9.1.1.	General .....	38

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

9.1.2. Customer Satisfaction .....	38
9.1.3. Analysis and Evaluation.....	38
9.2. Internal Audit .....	39
9.3. Management Review.....	40
9.3.1. General .....	40
9.3.2. Management Review Inputs.....	40
9.3.3. Management Review Outputs .....	40
10. Improvements .....	41
10.1. General .....	41
10.2. Non-conformity & Corrective Action .....	41
10.3. Continual Improvement.....	42
APPENDIXES .....	43
Annex A-1: SWOT and PESTEL Analysis .....	43
Annex A-2: Organizational Structure of the Institute.....	<a href="#">505250</a>

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

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<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 7 of 50</p>

## 1. Introduction

FDRE TVT Institute has developed and implemented a quality management system (QMS), which uses ISO 9001:2015 as a framework that allows it to document and improve practices in order to better satisfy the needs and expectations of customers, stakeholders, and interested parties.

This manual describes the quality management system and delineates authorities, interrelationships, and responsibilities of personnel operating within the management system. The manual also provides references to procedures and activities that also comprise a quality management system.

The quality management system meets the requirements of ISO 9001:2015 and uses the Plan, Do, Check and Act approach to process planning. The QMS addresses and supports our strategies for the supply of temporary, contract and permanent personnel.

In addition to ISO 9001:2015 we also make reference to other relevant Ethiopian Standard agency and/or international standards as well as customer specifications appropriate to products/services and market.

### 1.1. Institution's Profile

The FDRE TVT is sitting to the former Ethio-China Poly Technic Institute provided TVET training programs in levels 1-5 from 2005-2010 G.C. and being accountable to the Addis Ababa Technical and Vocational Education and Training Agency. In 2011, the proclamation No.691/2010 and Regulation No.245/2011 has transformed the Institute into institutes of higher learning that provides graduate and post graduate programs for TVET trainers and leaders, and upgrading of industry technicians and being accountable to the Ministry of Education.

The institute offers regular and extension training programs being conducted weekend, night time, and summer. The Bachelors and Master's degree programs are being offered for TVET

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ ሪፐብሊክ ስፖርት ማኅበር FORTE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ ሪፐብሊክ/መ/ስ እንስተትናት FDRE TVT INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 8 of 50</p>

trainers, leaders, and managers while the short and long terms training program for technicians are being conducted to support the expanding needs of the industries.

## Mission

- Empowering TTVT trainers, Industry technicians, and TTVT leaders by providing international standardized undergraduate and postgraduate courses and short training
- Increasing the efficiency of the skill development sector by conducting problem-solving studies and research and community service activities;
- Implementing technology and enterprise development activities supported by research and development that enhance the productivity and competitiveness of the industry.

## Vision

FDRE Technical and Vocational Training Institute aspires to be a world-class institute in 2025 EC by achieving delivery of quality training, problem-solving research, community service, and technology and enterprise development

## Values

Federal Technical and Vocational Education and Training Institute's core values such as:

- ❖ Initiative for change
- ❖ Commitment
- ❖ Innovativeness
- ❖ Competence
- ❖ Team spirit
- ❖ Social responsibility
- ❖ Accept diversity

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016 E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የተኞቷ ስራተኞቷ FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የተኞቷ ስራተኞቷ / ከኢትዮጵያ FDRE TVT INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 9 of 50</p>

## 1.2. Goals of the Quality Manual

This manual is used to familiarize customers and other external Institutes or individuals with the controls that have been implemented and to assure them that the integrity of the quality management system is maintained and is focused on customer satisfaction and continual improvement.

## 1.3. Quality Policy

The institute's quality policy is listed below.

The FDRE Technical and Vocational Training Institute (FTVTI) is committed to providing high-quality training, conducting problem-solving research, engaging in community service, and developing relevant technology and enterprise through defined quality objectives. To ensure consistent delivery of services and/or products, FTVTI strives to meet and exceed the needs and expectations of customers and all interested stakeholders through implementing and continually improving the ISO 9001:2015 QMS standards and other statutory and regulatory requirements. Reference QP/FTI/GD/01

## 1.4. Quality Objectives

Quality Objectives are established to support our Institute's efforts in achieving our Quality Policy and reviewed as necessary for its suitability. Relevant Directorate/faculty Quality Objectives (QO/FTI/GD/01 version 2) have been established. The top management of FTI establishes quality objectives at all relevant functions and levels within the Institute. The objectives are derived from the FTI quality policy. They are measurable, meet the requirements for services, identify opportunities for improvement, identify new market opportunities, and reviewed against performance goals at each management review meeting. The quality objectives are documented and prepared annually and reviewed by top management (Reference QO/FTI/GD/01 version 2).

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል ስራተኞች FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል ስራተኞች /መ/ስ እንስተናትኝ FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 10 of 50</p>

## 1.5.Scope of the Manual

### 1.5.1. General

By implementing ISO 9001: 2015 FDRE TTV Institute demonstrates its ability to consistently provide product that meets customer and applicable statutory and regulatory requirements and aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system.

### 1.5.2. Application

The scope of the Quality Management System (QMS) in the Institute is the provision of training, research & community service, and development enterprise and technology at the Institute located in Addis Ababa, Yeka sub city, and Wereda 09. This Quality Manual describes how FDRE TTV Institute conforms to all clauses of ISO 9001: 2015 and provides:

- A set of guidelines that could be implemented, maintained, and improved in the management system;
- A means to communicate the vision, mission, values, policies, and objectives of the Institute internally and externally;
- A means of demonstrating compliance with applicable statutory and regulatory requirements including code practice;
- A means of improving the Institute's competitive position;
- A good description of the QMS, process interaction, and interdependencies.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			



## 2. Normative References

The following documents are normatively referenced in this document

Standard	Title	Description
ES ISO 9000:2015	Quality Management System	Fundamentals and Vocabulary
ES ISO 9001:2015	Quality Management System Requirements	Requirements of ISO 9001 System standard

APPROVAL		Signature: 	Date:01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ስራ ቢሮ FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ስራ ቢሮ/ስራ አንስተቶች FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 12 of 50</p>

### 3. Quality Management System

#### 3.1. General Requirements

The Institute has identified processes needed for the Quality Management System as listed in clause 9.1 of this Quality Manual. The processes are core for the Institute to provide effective services to the customers. The processes shall be effectively monitored and continually improved to enhance customer satisfaction. The Institute shall from time to time identify and develop any new processes needed to provide services and products and include them in QMS.

#### 3.2. Documentation requirements

##### 3.2.1. General

The Institute QMS documentation shall be in a four-tier consisting of:-

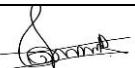
- a) Level 1: Quality Policy, Quality Objectives and Quality Manual.
- b) Level 2: All the quality procedures within this QMS.
- c) Level 3: Work instructions, documents from external sources, and internal regulations.
- d) Level 4: Records.

##### 3.2.2. Quality Manual

The Institute Quality Manual includes the following:-

- a) The scope of the QMS,
- b) A description of the interaction of the QMS processes, and
- c) References to the procedures of the QMS.

The Quality Manual gives short policy statements guiding how various activities within the QMS shall be undertaken. The Institute's processes are interdependent and relate with each other for effective performance and timely service delivery. However, the procedures reference each other.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016 E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የተክብደው ሚኒስቴር FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የተክብደው ሚኒስቴር/ስም/ስ/ኢትዮጵያ FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 13 of 50</p>

### 3.2.3. Control of documents

The Institute shall put mechanisms in place to ensure documents for the QMS are controlled. The control mechanism shall include controls for approval, review, revision, legibility, identification, and availability. A documented procedure on Control of Documents number 1 in the Mandatory Procedure Manual has been developed to establish controls to be exercised with respect to all QMS documents. Distribution of all Quality Management System documents to the Institute Officers shall be by distribution of hard/soft copies.

### 3.2.4. Control of records

Institute records shall be established and maintained to provide evidence of conformity to requirements. The control of records shall ensure that they are legible, readily identifiable, and retrievable. A documented procedure on Control of Records number 2 in the Mandatory Procedure Manual has been established to guide on control of records.

### Terms and definitions

For this purpose of quality manual, the terms and definitions given in ISO 9000:2015 QMS apply to this document. In addition to this the following terms are defined.

### 3.3. Abbreviations

CL: Checklist

DCC: Document Control Center

E.C.: Ethiopian Calendar

FD: Finance Directorate

FDRE: Federal Democratic Republic of Ethiopia

FTI: FDRE TTV Institute

GD: General Director

HRD: Human Resource Directorate

ISO: International Standards Organization

ML: Master list

APPROVAL		Signature: 	Date: 01/09/2016 E.C
<b>Year of Excellence</b>			



MR: Management Representative

KPI: Key Performance Indicators

OC: Organizational Chart

OF: Operation Formats

PESTLE: Political, Economic, Social, Technological, Legal and Environmental factors

OP: Operating Procedure

QM: Quality Manual

QMS: Quality Management System

QO: Quality Objective

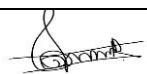
TVTI: Technical and Vocational Training Institute

WI: Work Instruction

### 3.4. Quality Manual Distribution

The Quality Manual shall be distributed to the following but not limited to and distributed based on the Document Distribution list form to Directorates, Service heads and quality representatives.

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1	Quality Manual	Initial release	General Director Office	01 Hardcopy	
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3	Quality Manual	Initial release	Deputy General Director for Technology and Enterprise Development	01 Hardcopy	
4	Quality Manual	Initial release	Deputy General Director for Research and Community Service	01 Hardcopy	
5	Quality Manual	Initial release	Deputy General Director for Administration	01 Hardcopy	

APPROVAL		Signature: 	Date: 01/09/2016 E.C
<b>Year of Excellence</b>			



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### **3.5. Confidentiality of the Quality Manual**

This document is for circulation within FDRE TTV Institute only. The Quality Manual, or extracts from the manual, may not be copied or passed onto other companies or persons, not employed by FGRE TTV Institute without permission from the Director General or his/her appointee. Copies issued to the Director General and his deputies, Services, or persons within FGRE TTV Institute will be stamped as "CONTROLLED COPY"

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<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የተኞቷ ስራ ቢሮ FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የተኞቷ ስራ / ከኢትዮጵያ FDRE TVT INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 16 of 50</p>

## 4. Institutional Context

### 4.1.Understanding the Institute and its Context

FDRE TVT Institute identifies, analyses, monitors, and reviews factors that may affect the ability to satisfy customers and stakeholders, as well as; factors that may adversely affect the stability of the process or management system's integrity.

To ensure that QMS is aligned with FDRE *TVT strategy*, we consider relevant internal and external factors. We initially collect and analyze pertinent information to determine the potential impact on context and subsequent business strategy.

The external and internal issues are identified through SWOT analysis and PESTL analysis (Annex A-1 (a)) in a Strategic direction and annually the analysis is monitored and reviewed by the top management.

### 4.2.Understanding Requirements and Expectations of Interested parties

FDRE TVT Institute identifies, monitors and reviews relevant interested parties and relevant requirements by top management in the strategic plans and annually done in the context of the organization, the stakeholder analysis as indicated in (Annex A-1(b)).

### 4.3.Determining the Scope of Quality Management System

FDRE TVT Institute has determined the boundaries and applicability of the quality management system to establish its scope.

When determining this scope, FDRE TVT Institute considered:

- The external and internal issues referred to in 4.1;
- The requirements of relevant interested parties referred to in 4.2;
- The products and services of FDRE TVT Institute.

FDRE TVT Institute applies all the requirements of ISO 9001:2015 International Standard that are applicable within the determined scope of its quality management system except clause 8.3.

APPROVAL		Signature: 	Date:01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ማኅበር FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ማኅበር FDRE TTV INSTITUTE</p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 17 of 50</p>

The scope of the QMS in FDRE TTV Institute includes Training, Research & community service, and Technology & Enterprise development, and all the support processes at the main campus found at Addis Ababa around Lambert;

#### **4.4 Quality Management System and its Processes**

FDRE TTV Institute has implemented a quality management system that exists as part of a larger strategy that has established, documented, and implemented processes, quality policies, and objectives, whilst satisfying the requirements of ISO 9001:2015.

To achieve this, FDRE TTV Institute has adopted the process approach advocated by ISO 9001:2015. Top management has determined the processes required for achieving the intended outputs. By defining the following two key directorates and managing their inputs, activities, controls, outputs, and interfaces; we ensure that system effectiveness is established and maintained. These key process teams include;

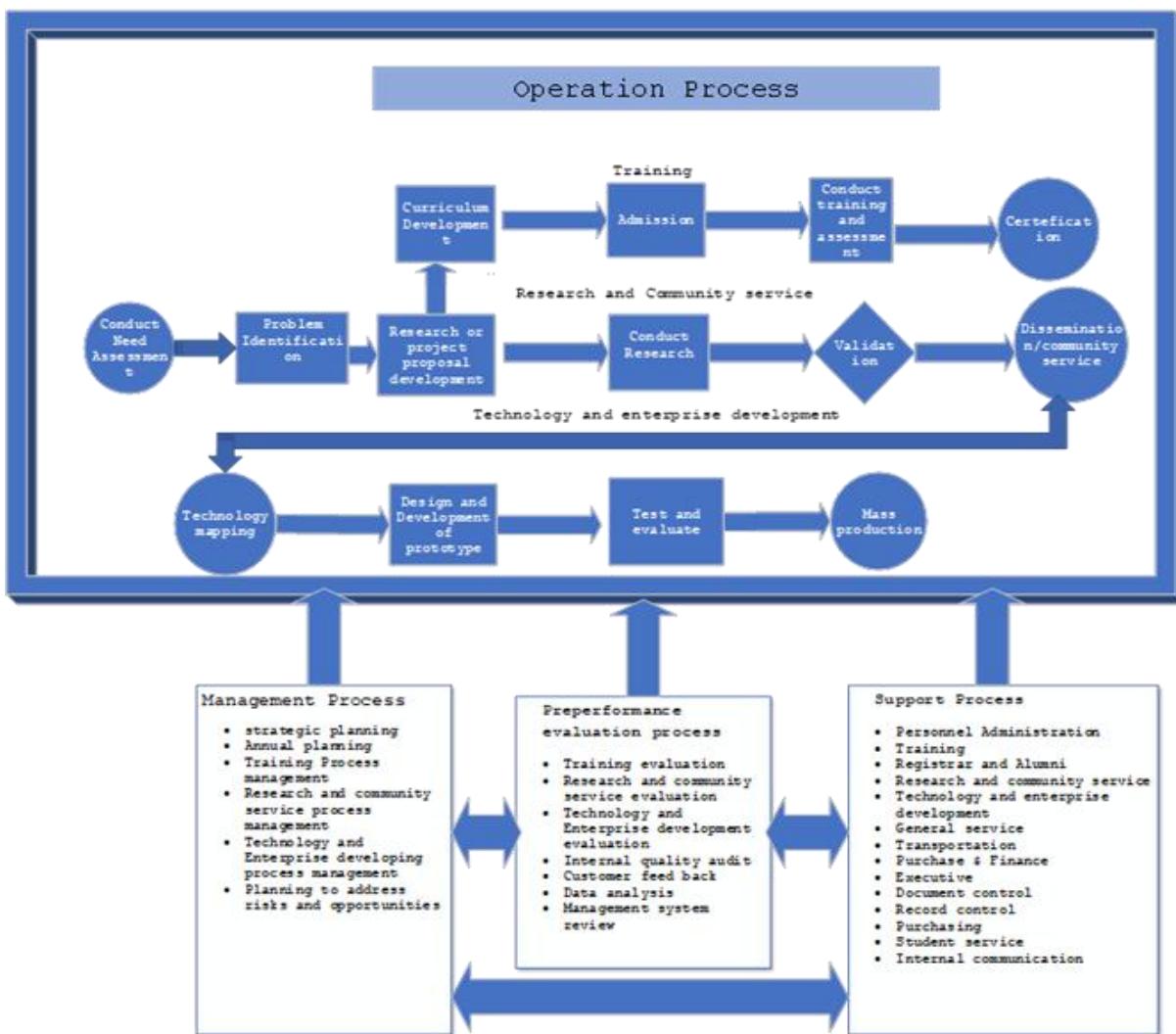
- a) Determined the inputs required and output expected from these processes,
- b) Determined the sequence and interaction of these processes. The core process flows and interaction of FDRE TTVI are given at the end of this section, and Annex 3 respectively.
- c) Determined criteria and methods (including monitoring, measuring, and related systems
- d) Performance indicators) needed to ensure that the operation and control of the process have become effective,
- e) Ensured the continuing availability of resources and information necessary to achieve planned results and improvement of these processes and management systems,
- f) Assigned roles, responsibilities, and authorities for these processes,
- g) Addressed risks and opportunities as determined as per the requirements evaluated these processes and implemented any changes needed to ensure that these processes achieved their intended results;
- h) Retained and maintained, as necessary, documented information to support the operation of its processes and Quality management system.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			



These process groups are described using tools such as documented procedures, process maps, flow diagrams, matrices, schedules, charts, etc. Refer to the Sequence & Interaction of processes, which shows process interaction of the groups within the management system.

We use key performance indicators (KPIs) that are linked to our objectives to control and monitor processes, as well as assessments to determine the risks and opportunities inherent to each process. We use trends and indicators relating to nonconformities, objectives, and corrective action, as well as, monitoring and measurement results, audit results customer satisfaction data, process performance, and the conformity of our services and products.



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<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 19 of 50</p>

## 5. Leadership

### 5.1. Leadership and Commitment

#### 5.1.1. General

FDRE TTV Institute's leadership is committed to implementing QMS, which includes the development and deployment of the quality policy, the quality objectives, and service /product or project-specific plans that are customer-focused.

The top management provides the overall leadership and governance to all activities related to the lifecycle processes including defining the strategic direction, responsibility, authority, and communication to ensure safe and effective performance.

The institute's structure provides the necessary support for creating and establishing appropriate processes that are important for maintaining and achieving quality objectives and policies. In addition, governance activities include systematic verification of the effectiveness of QMS by undertaking internal audits and analyzing performance data.

Regular management reviews ensure that our quality management system is adequate and effective and that any necessary adjustments are made as a result.

The top management is committed to implementing and developing the quality management system. The top management also ensures that policies are understood implemented and maintained throughout the institute through printed distribution of policy statements, periodic management review of the policy statements and improvement objectives. The top management communicates the mission, vision, policies, strategy, and processes to all employees to:

1. Create and sustain shared values of fairness and ethical behavior;
2. Establish a culture of trust and integrity;
3. Encourage commitment to quality;
4. Provide people with required resources, training, and authority for accountability;
5. Inspire, encourage, and recognize people's contributions.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የክልልና ሚኒስቴር FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p><b>የኢትዮጵያ የክልልና ሚኒስቴር/ስም/ስ/ኢትዮጵያ FDRE TVT INSTITUTE</b></p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 20 of 50</p>

In addition, the top management ensures that policies, objectives, and targets are communicated and deployed throughout the business via individual performance objectives which are established and discussed during employee performance reviews.

The top management provides direction to the integration of the QMS requirements into each business process of the Institute and is committed to promoting the use of the Process Approach and Risk-Based Thinking, as well as the engagement and motivation of employees throughout the QMS.

### **5.1.2. Customer Focus**

FDRE TVT Institute ensures customer requirements and expectations are clearly defined, understood, and achieved at all directorates of the institution. We are committed and strive to achieve maximum customer satisfaction and will accomplish this by understanding and mitigating risks and opportunities that may affect the conformity of products and services and by ensuring statutory and regulatory requirements are identified and achieved according to the applicable Clauses of the QMS Manual, Quality System Procedures and Quality System Forms.

## **5.2. Policy**

### **5.2.1. Establishing the Quality Policy**

The quality policy acts as a compass by providing the direction and framework for establishing key institute-level performance measures, as well as related objectives and targets. Top management ensures that Institute policies are established and documented and that the policies are available to all interested parties via printed documents.

To achieve the mission, it is essential to focus on quality in everything we do throughout the Institute". As a result, we stated quality policy with a reference No QP/FTI/GD/01.

### **5.2.2. Communicating the Quality Policy**

The top management has initiated and communicated the Quality Policy throughout the Institute and made it available to relevant interested parties as appropriate. The Quality Policy

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016.E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የስኬላር ስፋት FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የስኬላር ስፋት / ከኢትዮጵያ FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 21 of 50</p>

is appropriate to the purpose and context of the institute and supports its strategic direction. It provides the framework for setting quality objectives, satisfying applicable requirements, and supports the institution's commitment to continual improvement of the QMS.

### **5.3.Institutional Role, Responsibilities, and Authorities**

The Organizational Chart has been established to provide the interrelation and reporting structure of personnel within the Institute. The team leader (management representative) has been appointed by the top management to oversee and manage the overall effectiveness and compliance of QMS. The team leader has the following responsibility and authority to:

- ❖ Ensure QMS conforms to the requirements of international standard ISO 9001:2015;
- ❖ Ensure interaction of teams and their ability to achieve planned results;
- ❖ Report to top management on the results achieved by the QMS, possibilities for improvements, and the need for changes or innovations;
- ❖ Maintain QMS integrity when planning and implementing changes;
- ❖ Promote awareness of customer focus throughout the institution;
- ❖ Act as a liaison with external parties such as customers or auditors on matters of QMS;
- ❖ Resolve all matters about quality issues.

Overall, the Top Management of FDRE TTV Institute ensures that responsibilities and authorities are defined and communicated within the Institute.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የተክብደው ሚኒስቴር FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p><b>የኢትዮጵያ የተክብደው ሚኒስቴር/ስም/ስ/ኢትዮጵያ FDRE TTV INSTITUTE</b></p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 22 of 50</p>

## 6. Planning

### 6.1. Actions to Address Risks and Opportunities

When planning QMS, FDRE TTV Institute has taken into consideration its internal and external issues, the needs and expectations of relevant interested parties and determined risks and opportunities that can affect its QMS by addressing:

- The QMS can achieve its intended result;
- Enhance desirable effects;
- Prevent, or reduce, undesired effects;
- Achieve improvement;

The institute has planned actions to address the above risks and opportunities and has initiated appropriate procedures to integrate and implement appropriate actions into QMS including the evaluation of the effectiveness of QMS processes.

Any actions taken to address risks and opportunities will be proportionate to the potential impact on the conformity of products and services.

### 6.2. Quality Objectives and Planning

#### 6.2.1. Quality Objectives

FDRE TTV Institute sets out its objectives with a reference No QO/FTI/GD /01) and targets regularly within the management review minutes where details of program dates and responsibilities are defined. Improvements in quality and performance are incremental and are in keeping with the nature of our institution.

#### Quality Objectives:

Quality objectives are strategic, apply to the entire institute and:

- ❖ Consistent with the Quality Policy;

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል ስራተኞች FORTE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል ስራተኞች /መ/ስ እንስተናትኝ FDRE TVT INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 23 of 50</p>

- ❖ Measurable and monitored;
- ❖ Take into account applicable requirements;
- ❖ Communicated;
- ❖ Updated as appropriate;
- ❖ Relevant to conformity of products, and services and enhancing customer satisfaction.

FDRE TVT Institute retains documented information on the status of quality objectives. If shortfalls are identified, management may revise objectives, issue corrective action requests, or take other appropriate actions to address the issue.

### **6.2.2. Planning to Achieve Quality Objective**

When planning how to achieve its quality objectives, FDRE TVT Institute has determined:

- a) What will be done;
- b) What resources will be required;
- c) Who will be responsible;
- d) When it will be completed; and
- e) How the results will be evaluated.

### **6.3. Plan of Change**

Changes will be identified during Top Management strategic planning or through the management review process. The planning process involves establishing and communicating our policies, objectives, and associated operational procedures. This document constitutes our overall plan for establishing, maintaining, and improving QMS. For each instance of planning, the output is documented and retained accordingly and changes are conducted in a controlled manner. The management review and the internal audit processes ensure that the integrity of the QMS is maintained when significant changes are planned which may affect key processes.

When changes to the QMS are deemed necessary, FTI shall ensure the change will comply with the requirements of ISO 9001:2015 and shall consider:

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016 E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስራ ስራ FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p><b>የኢትዮጵያ የቴክኒካል የቃላጊ ስራ / ከኢትዮጵያ FDRE TTV INSTITUTE</b></p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 24 of 50</p>

- ❖ The purpose of the changes and their potential consequences;
- ❖ The integrity of QMS;
- ❖ The availability of resources;
- ❖ The allocation or reallocation of responsibilities and authorities.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የተኞቷና ስራ ስፋት FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የተኞቷና ስራ ስፋት / በኢትዮጵያ ቤት FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 25 of 50</p>

## 7. Supports

### 7.1. Resources

#### 7.1.1. General

Resources in FTI include human resources and specialized skills, Infrastructure, technologies, work environment, and financial resources. The resources are important for the implementation, maintenance, control, and continual improvement of the quality management system, and activities necessary to enhance customer satisfaction, are defined in operational procedures and work instructions.

#### 7.1.2. People

To ensure competence of personnel, job descriptions (OF/FTI/HRD/21) have been prepared identifying the qualifications, experience, and responsibilities that are required for each position that affects product and system conformity. Qualifications include desired requirements for education, skills, and experience. Appropriate qualifications, along with the provision of any required training, provide the competence required for each position.

Qualifications are reviewed upon hire when an employee changes positions or the requirements for a position change. The Human Resources Manager maintains records of employee qualifications. If any differences between the employee's qualifications and the requirements for the job are found, training or other action is taken to provide the employee with the necessary competence. The results of training are then evaluated to determine if it was effective.

All employees are made aware of the relevance and importance of their activities and how they contribute to the achievement of policies and objectives. The Institute operates a formal system to ensure that all employees within the Institute are adequately trained to enable them to perform their assigned duties.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስራ ስፋት FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስራ ስፋት FDRE TVT INSTITUTE</p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 26 of 50</p>

Staff training records are maintained to demonstrate competency and experience. The Human Resources Manager maintains and reviews the training records to ensure completeness and to identify possible future training needs. Training records are maintained and include as a minimum; copies of certificates for any training undertaken to date, and current job description.

The human resources team identifies competency needs during job hiring and job descriptions which are designed by civil service for the type and number of positions that need to be filled through internal or external recruitment.

All employees are trained on the relevance and importance of their activities and how they contribute to the achievement of policies and objectives. The Institute operates a formal system to ensure that all employees within the Institute are adequately trained to enable them to perform their assigned duties.

### 7.1.3. Infrastructure

FDRE TVT Institute is responsible for planning, providing, and maintaining the resources needed to achieve service and process conformance, including buildings, workshops, and associated utilities; process equipment (hardware and software); and supporting services. The General Service Manager has overall responsibility for managing and maintaining the infrastructure effectively and efficiently to meet Institutional objectives.

### 7.1.4. Environment for the Operation of Process

FDRE TVT Institute ensures that the working environment complies with relevant health and safety regulations. The General Service Manager carries out regular compliance audits to ensure that appropriate standards are maintained. Top management is committed to providing:

1. A place of work that is safe, including all equipment and methods of work;
2. Training, instruction, information, and supervision for employees;
3. A means of safe handling, storage, use, transportation of equipment, and materials;
4. Safe working environment with lighting, ventilation, passageways, stairs and corridors.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የቃጥታ ስፋት FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name  <b>የኢትዮጵያ የቴክኒካል የቃጥታ ስፋት / ከኢትዮጵያ FDRE TVT INSTITUTE</b> </p>	<p>Document No.  <b>QM/FTI/GD/01</b></p>
<p>Effective date:  <b>01/09/2016 EC</b></p>	<p>Title  <b>Quality Manual</b></p>	<p>Issue No.  <b>2</b></p> <p>Page No.  <b>Page 27 of 50</b></p>

## 7.1.5. Monitoring and Measuring Resources

### 7.1.5.1. General

FDRE TVT Institute has determined the necessary monitoring and measurement of resources to be initiated across QMS. The structure of internal resources includes but is not limited to:

- ❖ Monitoring and measuring equipment and materials;
- ❖ Documented procedures and forms;
- ❖ Competent and qualified personnel

### 7.1.5.2. Measurement Traceability

Documented procedures outline the processes that control monitoring and measurement equipment used to accept products during service operations. The procedures also include controls prior to, and after delivery of products/services to customers. Appropriate documented information is maintained and provides objective evidence of compliance and conformity.

The measurement of equipment includes:

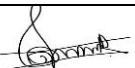
- ❖ Calibrate or verify or both, at specific intervals,
- ❖ Identified to determine their status,
- ❖ Safeguarded from adjustment

## 7.1.6. Organizational Knowledge

FDRE TVT Institute recognizes that Institutional knowledge is a valuable resource that supports quality management activities and ensures continual product and service conformity.

To ensure that Organizational knowledge is retained and transferred, the knowledge is recorded in documented information and is embedded in the institute's processes, products, and services.

Sources of internal knowledge also include intellectual property; knowledge gained from experience and coaching; lessons learned from failures and successes; capturing and sharing undocumented knowledge and experience; and results of improvements in processes.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የቻልና ስራተኞች FORTE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የቻልና ስራተኞች FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 28 of 50</p>

Sources of external knowledge often include other ISO standards; research papers; webinars from conferences; or knowledge gathered from customers, stakeholders, or other external parties. FDRE TTV Institute determines and reviews internal and external sources of knowledge, such as:

1. Lessons learned from non-conformities, corrective actions, and the results of improvement;
2. Gathering knowledge from customers, suppliers and partners, benchmarking against competitors;
3. Capturing knowledge existing within the Institute, e.g. through mentoring/succession planning;
4. Sharing knowledge with relevant interested parties to ensure the sustainability of the Institute;
5. Knowledge from conferences, attending trade fairs, networking seminars, or other external events.

## 7.2.Competence

FTI has determined the necessary competence of people performing work that may affect the performance and effectiveness of the QMS.

- ❖ Ensure employees are competent based on their education, training, and experience;
- ❖ Initiate job descriptions including specific competency provisions;
- ❖ Measure job performance for each employee on a semester basis;
- ❖ Provide job and career training programs to the extent necessary;
- ❖ Take actions when necessary to assist employees who exhibit less than desirable results.

## 7.3.Awareness

FTI has determined to the extent necessary persons performing work are aware of

- ❖ The Quality Policy;
- ❖ Relevant quality objectives;

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስፋት FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስፋት / ከኢትዮጵያ FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 29 of 50</p>

- ❖ Their contribution to the QMS effectiveness, including the benefit of improved performance;
- ❖ The implications of not conforming to QMS requirements.

## 7.4.Communication

FTI management has determined internal and external communication relevant to QMS, including the subject of the communication, when communication occurs, participants and ways of effective communication. FTI determines to communicate through Letters, Telephone, Notices board, meetings, Websites etc.

## 7.5.Documented Information

### 7.5.1. General

FDRE TTV Institute maintains a documented QMS as a means to ensure that products and services conform to specified requirements. The QMS consists of the following three levels of documented information:

1. Documented statements of the Quality Policy and Quality Objectives.
2. The documented Scope of the QMS and justification of any exclusion.
3. *Quality Manual*: provides the scope of the QMS and the applicable ISO 9001:2015 Clauses contained and supported by our QMS.
4. *Operational Procedures (OP)*: provides detailed requirements for each process to specify who does what, when, where, how the process or action is done, and what documentation is used to verify that all required quality-related activities had been executed as required.
5. *Operational Forms (OF)*: provides objective evidence that required product or service quality and customer requirements were achieved, and that the Institute's quality management system has been implemented as stated. OF refers to tags, labels, stickers, preprinted sheets, stamps, and other means to identify the status of materials, products, equipment, gauges, and other devices used in the institute to achieve specified requirements.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የስኬላር ስፋት FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የስኬላር ስፋት / የኢትዮጵያ ባንክ FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 30 of 50</p>

6. *Work Instructions (WI):* explains how to carry out the procedure. They consider a process as a high-level, strategic method of control, in effect a summary of objectives, specifications, and broad resources needed. The procedure adds more specifics such as responsibilities, tools, methods, and measurements.

### 7.5.2. Creating and Updating

When creating and updating documented information, TTV Institute ensures the following:

- ❖ The identification and description (revision date, approval, etc.);
- ❖ The format and media (electronic, paper hard copy, etc.);
- ❖ The review and approval for suitability and adequacy.

### 7.5.3. Control of Documented Information

FDRE TTV Institute determined to maintain and control documented information required to support the effectiveness of QMS to ensure:

- ❖ It is available and suitable for use, where and when it is needed;
- ❖ It is adequately protected from loss of confidentiality, improper use, or loss of integrity.
- ❖ Distribution, access, retrieval, and use;
- ❖ Storage and preservation, including preservation of legibility;
- ❖ Control of changes;
- ❖ Retention and disposition.

Documented information of external origin determined to be necessary for the planning and implementation of the QMS is identified as appropriate and controlled in accordance with quality system procedures and forms.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016 E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ስራ ቢሮ FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ስራ ቢሮ/ስራ ስራ ቢሮ FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 31 of 50</p>

## 8. Operation

### 8.1. Operational Planning and Control

FDRE TTV Institute defines the expectations and implements controls for each QMS process. The planning, implementing, and controlling processes are required to ensure consistent acceptability of products and services. Planning processes include the definition of quality objectives, development of required processes, establishment of appropriate verification programs, and the requirement for records necessary to demonstrate the process and products conform to intended requirements. Operational planning and control are required prior to new and/or revised products or processes being implemented. During the planning phase, management will identify:

- ❖ Requirements for the products and services;
- ❖ Criteria for the processes and the acceptance of products and services;
- ❖ Resources needed to achieve conformity to the product and service requirements;
- ❖ Control of the processes in accordance with the criteria;
- ❖ Documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity to their requirements.

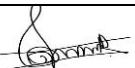
The output of operational planning and control includes documented quality plans, resource requirements, processes, equipment requirements, procedures, test data, and design outputs.

### 8.2. Requirements for Products and Services

#### 8.2.1. Customer Communication

In accordance with the commitment to exceed customer's expectations, FDRE TTV Institute highlights effective customer communication as an essential element of delivering customer satisfaction. Since appropriate handling of customer communication helps to reduce customer dissatisfaction and, in many cases, turn a dissatisfying scenario into a satisfying experience,

The institute communicate customers through the following formats, events, and processes:

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016 E.C
<b>Year of Excellence</b>			

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<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p>2</p> <p>Page No.</p> <p>Page 32 of 50</p>

1. Brochures, specifications, or technical data sheets relating to products and services;
2. Inquiries, quotations and order forms, and invoices;
3. Confirmation of authorized orders and amended orders;
4. E-mails, letters, social media, and general correspondence;
5. Customer feedback and complaints management process;
6. Radio and TV
7. Website

The Complaint Handling officer, Anti-corruption officer, and Directors are responsible for establishing methods of communication with customers to ensure enquiries, contracts, or order handling; including amendments, customer feedback, and complaints are handled expeditiously and professionally.

### 8.2.2. Determining the Requirements for Products and Services

FDRE TVT Institute develops appropriate requirements to ensure that we satisfy the needs and expectations of customers or relevant interested parties. The institute ensures that customer requirements are articulated and that their requirements are captured and understood before the acceptance of an order. Customer requirements include the following:

- 1). Previous customer requirements
- 2). Statutory and regulatory requirements related to the product;
- 3). Other non-customer specified performance requirements;
- 4). Any additional requirements determined by the institute;

### 8.2.3. Review of Requirements for Products and Services

Before committing to the customer, FDRE TVT Institute ensures and confirms its capacity to supply the required product or service. Pre-acceptance reviews are conducted to ensure that:

1. Product requirements are defined and are appropriate;
2. Any additional requirements determined by the institute are appropriate;
3. Contract or order requirements differing from those previously expressed are resolved;

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

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<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 33 of 50</p>

4. The institute can meet the defined requirements;
5. Documented information is retained and maintained showing the results of the review.

Customer requirements are confirmed before acceptance by the exchange of contracts, and purchase orders via appropriate electronic or hard copy formats.

#### **8.2.4. Changes to Requirements for Products and Services**

FDRE TTV Institute ensures that all relevant documented information; relating to changes in product or service requirements, is authorized and amended where necessary, and that all relevant personnel are made aware of the documented requirement changes.

#### **8.3. Design and Development**

The design and development part, in the sense of production, is not applicable at TTV Institute since it is an academic institute, that is why we decided to exclude it from the QMS implementation. This exclusion does not affect the ability or responsibility to provide a product and service that meets customer and applicable statutory/regulatory requirements because the FDRE TTV Institute may perform design and development activities. However, the design of programs, technology transfer and incubation center activities could take a form of the design and development.

#### **8.4. Control of Externally Provided Processes, Products and Services**

##### **8.4.1. General**

FDRE TTV Institute ensures that all purchased products or services conform to specified requirements. The following are taken into considerations by:

1. Ensuring that we understand the capabilities and competencies;
2. Ensuring that we clearly communicate the roles and responsibilities;
3. Defining the quality requirements for the outsourced activity;
4. Selecting and qualifying appropriate suppliers.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

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<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 34 of 50</p>

It is the responsibility of the Purchasing Directorate to evaluate and select suppliers based on their ability to supply services in accordance with specified requirements. Additionally, other internal resources may be called on to assist as required. The criteria for the selection, evaluation, and reevaluation are defined in the Purchasing & Procurement Procedure (/OP/FTI /PD/01). In contrast, records of the results of evaluations and any necessary actions arising from the evaluation are maintained.

#### **8.4.2. Type and Extent of Control of External Provision**

FDRE TVT Institute ensures that externally provided processes, products, and services do not adversely affect the ability to consistently deliver conforming products and services to customers. Vendors demonstrating inadequate performance will be required to implement corrective actions. Poor-performing vendors will be replaced based on the rules and regulations set by the government.

#### **8.4.3. Purchasing Information**

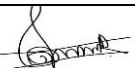
FDRE TVT Institute uses purchase orders to describe the service/product to be purchased. Purchasers of the institute create purchase orders using the finance and economy regulations. They also ensure the adequacy of the requirements that are specified by the purchase order before release. Each purchase order includes where appropriate:

- ❖ Identification of product or service to be delivered, quantity, delivery date, and cost;
- ❖ Requirements for approval or qualification of product, procedures, processes, or equipment;
- ❖ Requirements of the quality management system and the qualification of personnel.

### **8.5. Production & Service Provision**

#### **8.5.1. Control of Production & Service Provision**

In order to control the planning, administrative support, and implementation of work, The Institute's rule is to describe the work methods, the controls applied and the records required.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ስራ ስራ FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ስራ ስራ FDRE TTV INSTITUTE</p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 35 of 50</p>

The process control activities are quality with many aspects that also relate to quality control.

The following controlled conditions are applied where applicable:

- ❖ Quality control checks are performed;
- ❖ Detailed process work instructions and specifications for all products;
- ❖ Criteria for workmanship and competence.

In cases where special processes are employed, the results of which cannot be easily checked, including any processes where deficiencies become apparent only after the service is in use.

Validation demonstrates the ability of these processes to achieve planned results by:

- ❖ Defining qualification criteria and approval of special processes before use;
- ❖ Defining criteria for review and approval of the processes;
- ❖ Approval of equipment and qualification of personnel;
- ❖ Requirements for records;
- ❖ Revalidation.

### **8.5.2. Identification and Traceability**

The Institute identifies parts and products by suitable means throughout production and service delivery. Marking methods will be described in the applicable operations procedures for affected departments. Where traceability is a requirement, the Institute controls and records the unique identification of the outputs. According to the level of traceability required by contract, regulatory, or other established requirements, procedures provide for:

- ❖ Identification to be maintained throughout the processes including delivery and post-delivery;
- ❖ Identification of sub-components and those of the next higher assembly;

<p><b>APPROVAL</b></p>		<p><b>Signature:</b></p> 	<p><b>Date:</b>01/09/2016E.C</p>
<p><b>Year of Excellence</b></p>			

 <p>የኢትዮጵያ የተቋማ ሚኒስቴር FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የተቋማ ሚኒስቴር/ኢትዮጵያ FDRE TVT INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 36 of 50</p>

### 8.5.3. Property belonging to customers or external providers

FDRE TVT Institute identifies, verifies, protects and maintains customer property provided for use. The process owner and/or department ensures that lost, damaged, or unsuitable customer property is recorded and immediately reported to the customer.

Customer property can also include customer-owned materials, tools, training materials, trainees/staff records and files, and intellectual property.

### 8.5.4. Preservation

The institute preserves the conformity of parts and products during internal processing and delivery to the intended destination including outside services. Preservation includes instructions for use identification, handling, packaging, storage transportation, and protection. Preservation of outputs also includes, where applicable:

- ❖ Cleaning;
- ❖ Prevention, detection, and removal of foreign objects;
- ❖ Special handling for sensitive outputs;
- ❖ Marking and labeling including safety warnings;
- ❖ Special handling for hazardous materials.

### 8.5.5. Post-delivery Activities

The institute maintains documented information on all products/services delivered to customers. The extent of post-delivery activities includes consideration of customer's requirements and received feedback.

### 8.5.6. Control of Changes

Changes to the design and development requirements are identified and recorded. Any changes are reviewed, verified, validated, and approved. The review of design development changes includes evaluating the effects of those changes on constituent products already delivered. All results relating to the review of changes are retained as documented information.

APPROVAL		Signature: 	Date:01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስራ ስፋት FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስራ ስፋት FDRE TVT INSTITUTE</p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 37 of 50</p>

## 8.6. Release of Products & Services

FDRE TVT Institute monitors and measures the characteristics of the product in receiving inspection, in-process inspection, and final inspection to verify that requirements are met. Documented Records and information of inspection include evidence of conformity with the acceptance criteria and traceability to the person authorizing the release. Records of inspection are maintained.

## 8.7. Control of Non-conforming Outputs

Institute's rules to detect, control, and rectify any aspect of an output that does not conform as quickly and efficiently as possible. Where necessary, any service output that does not conform to requirements is properly identified and controlled to prevent unintended use. The nonconformity is analyzed and the cause(s) are investigated.

Improvement actions are implemented to ensure the non-conformance does not reoccur. Once the non-conforming outputs are corrected, the outputs are then verified for conformity against requirements. Documented information concerning the nature of any non-conformances, the resolving authority, and the resulting corrective actions is retained. Where necessary, details concerning any authorized concessions are documented as evidence of acceptance.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የተኞቷ ስራ ቢሮ FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የተኞቷ ስራ / ከኢትዮጵያ FDRE TVT INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 38 of 50</p>

## 9. Performance Evaluation

### 9.1. Monitoring, Measurement, Analysis and Evaluation

#### 9.1.1. General

FDRE TVT Institute applies suitable methods for determining which aspects of the quality management system and its processes are to be monitored, measured, and evaluated. The frequency and methods by which processes are monitored, measured, and evaluated are determined and informed by:

1. Statutory and regulatory requirements;
2. Customer feedback and specification requirements;
3. Process and QMS requirements;
4. Process performance and audit results;
5. Level of risk and types of control measure;
6. Trends in non-conformities or corrective actions;
7. Criticality for service conformity.

#### 9.1.2. Customer Satisfaction

The institute monitors information relating to customer perception of continual ability to fulfill their requirements. Maintaining customer satisfaction is one of the principal objectives of the QMS. Collecting and analyzing customer feedback and complaints, and customer satisfaction is conducted during management review. Customer satisfaction data is used by management to identify opportunities for improvement.

#### 9.1.3. Analysis and Evaluation

FDRE TVT Institute performs necessary analyses and evaluates appropriate data and information initiated from monitoring and measurement and uses the results to evaluate the conformity of products and services, customer satisfaction, the performance and effectiveness of the QMS, the performance of external providers, and the need for improvement of the QMS.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የተኞቷ ስራ ቢሮ FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የተኞቷ ስራ / ከኢትዮጵያ FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 39 of 50</p>

## 9.2.Internal Audit

FDRE TTV Institute will conduct internal audits once a year to provide information on whether the quality management system conforms to:

- The Institute's requirements for its quality management system;
- The requirements of this international standard;

FDRE TTV Institute will conduct internal audits at planned intervals to provide information on whether the quality management system is effectively implemented and maintained.

FDRE TTV Institute will.

- Plan establish, implement, and maintain audit programs including the frequency, methods, responsibilities, planning requirements and reporting, which shall consider the importance of concerned processes, changes affecting the institute, and the results of previous audits;
- Define the audit criteria and scope for each audit;
- Select auditors and conduct audits to ensure objectivity and impartiality of audit process;
- Ensure that the results of the audits are reported to relevant management;
- Take appropriate correction and corrective actions without undue delay;
- Retain documented information as evidence of the implementation of the audit program and the audit results. See detailed internal audit procedure (OP/FTI/MR/03)

The institute's internal audit program is based upon a strategy that considers the status and importance of each process that comprises a quality management system. The audit will be held once a Year.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ስራ ቢሮ FDRE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የስራ ስራ ስራ ቢሮ/ስራ ስራ ቢሮ FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title <b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 40 of 50</p>

## 9.3. Management Review

### 9.3.1. General

To ensure the continuing suitability, adequacy, and effectiveness of the quality management system in meeting the Institute's strategies, Top management conducts formal management review meetings at planned intervals (once a year).

### 9.3.2. Management Review Inputs

Assessment of the QMS is based on a review of information inputs to Management Review.

Input examples include:

- ❖ The status of actions from previous management reviews;
- ❖ Changes in external and internal issues that are relevant to the QMS;
- ❖ Customer satisfaction and feedback from relevant interested parties;
- ❖ The extent to which quality objectives have been met;
- ❖ Process performance and conformity of products and services;
- ❖ Nonconformities and corrective actions;
- ❖ Audit results;

### 9.3.3. Management Review Outputs

The primary outputs of management review meetings are management actions that are taken to make changes or improvements to the quality management system. During management review meetings, the top management of FTI will identify appropriate actions to be taken regarding the following issues:

1. Improvement of the effectiveness of the quality management system and its processes;
2. Improvement of product related to customer requirements;
3. Opportunities and risks;
4. Resource needs.

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016 E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስፋት FEDERAL TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኒካል የቃላጊ ስፋት / ቤት / ብቻ የቴክኒካል የቃላጊ ስፋት FDRE TTV INSTITUTE</p>	<p>Document No. QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No. 2</p> <p>Page No. Page 41 of 50</p>

Any decisions made during the meeting, assigned actions, and their due dates are recorded in the management review minutes.

## 10. Improvements

### 10.1. General

In order to determine and select opportunities for improvement to implement any necessary actions to meet the requirements of customers and relevant interested parties, or to enhance customer satisfaction, FDRE TTV Institute drives improvement via the analysis of relevant data. The data inputs for the improvement process include:

1. Risk and opportunity evaluations;
2. Assessment of the changing needs and expectations of interested parties;
3. The conformity of existing products and services;
4. The effectiveness of QMS;
5. Supplier performance;
6. Levels of customer satisfaction, including complaints and feedback;
7. Internal and external audit results;
8. Corrective action and non-conformance rates;

The overall effectiveness of a continual improvement program (including corrective actions taken as well as the overall progress towards achieving Institute-level improvement objectives) is assessed through a management review process.

### 10.2. Non-conformity & Corrective Action

The institute initiates actions to eliminate the cause of nonconformities to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. When nonconformity occurs, corrective actions are initiated and implemented. Actions include:

- ❖ Taking action to control and correct it;
- ❖ Reviewing and analyzing the nonconformity;

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል የስኬርና ስፋት FORE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name  <b>የኢትዮጵያ የቴክኒካል የስኬርና ስፋት</b>  <b>FDRE TVT INSTITUTE</b></p>	<p>Document No.  <b>QM/FTI/GD/01</b></p>
<p>Effective date:  01/09/2016 EC</p>	<p>Title  <b>Quality Manual</b></p>	<p>Issue No.  <b>2</b></p> <p>Page No.  <b>Page 42 of 50</b></p>

- ❖ Determining the causes of the nonconformity;
- ❖ Determining if similar nonconformities exist, or could potentially occur;
- ❖ Implementation of any action needed;
- ❖ Review of the effectiveness of any corrective action taken;
- ❖ Updating risks and opportunities determined during planning, if necessary;
- ❖ Making changes to the QMS, if necessary.

### 10.3. Continual Improvement

The institute continually improves the effectiveness of its quality management system through the effective application of institute's policies, objectives, auditing and data analysis, corrective and preventive actions, and management reviews.

The continual improvement process begins with the establishment of Institute policies and objectives for improvement, based on objectives contained in it and customer targets and goals. Customer satisfaction, internal audit data, process and product performance data, and the cost of poor quality or risk control are then compared against objectives to identify additional opportunities for improvement.

The overall effectiveness of the continual improvement program, including corrective actions taken, as well as the overall progress toward achieving Institute-level improvement objectives, is assessed through the management review process.

#### Main Documented Information

S.No	Title	Document No
1	SWOT and PESTEL	OF/FTI/GD/02
2	Interested parties need an analysis	OF/FTI/GD/04
2	Organizational chart	OC/ FTI/ GD/01
3	Process sequence and interaction	OC/ FTI/ GD/01
	Master list document	OF/FTI/ MR/21

APPROVAL		Signature: 	Date:01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኖሎጂ ሚኒስቴር FORTE TECHNICAL VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ የቴክኖሎጂ/ስ. እ.ንስተት FDRE TVT INSTITUTE</p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>	
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p>2</p>	<p>Page No.</p> <p>Page 43 of 50</p>

## APPENDIXES

## Annex A-1: SWOT and PESTEL Analysis

### a) SWOT Analysis

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኖሎጂ ሰጭ ስኩርጓዊ እንስቲትዩት FOR TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ ቴ/ስም/ እና የንብረት <b>FDRE TVT INSTITUTE</b></p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p>2</p> <p>Page No.</p> <p>Page 44 of 50</p>

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኖሎጂ ሰጭ FDRE TECHNOLOGICAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p><b>የኢትዮጵያ ቴ/ሮ/ስ ከ ከ.ንስተት</b> <b>FDRE TVT INSTITUTE</b></p>	<p>Document No.</p> <p><b>QM/FTI/GD/01</b></p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p><b>2</b></p> <p>Page No.</p> <p><b>Page 45 of 50</b></p>

### b) PESTEL (ፖ.ជ.អ.វ.អ.ជ.ន.អ.ជ.រ.ទ.) Analysis

## 1. ጽለትኩቅ ህኔታ

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኖሎጂ ሰጭ FDRE TECHNOLOGICAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p><b>የኢትዮጵያ ቴ/ሮ/ስ/ እ.ንግድት-የት</b> <b>FDRE TVT INSTITUTE</b></p>	<p>Document No.</p> <p><b>QM/FTI/GD/01</b></p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p><b>2</b></p> <p>Page No.</p> <p><b>Page 46 of 50</b></p>

የሚችሉ ምክንያቶችን ቅድመ ለመከላከል የሚያስችሉ ለረዥቶችን እንደ እንደ ተግባር በመሆኑና ከፖለቲካና ከሆይማኖት ቅስቀሳ ነዚ የዚህ ሲከላር ተቋም እንዳኝር እቅድን በመንቀሳቀዱቶችን ተማሪው እንዲከሰቱ ማድረግ ይጠበቃል::

## 2. ՀԻԳՍՊԸ ՄԵԴ

### 3. ማህበራዊ ህኑታ

հԽՍԹ ՈՒԹԵՄՊՃ ՈՒՂՂՃ ՈՄՊՂԴ ՔԴԱՔՔ ՔՍՈՂԵՒՈՒ ԽԳԼՈՒ ՄԹԻՒԸ ՀՃԵ ՔՄՂԴՈՎՈՒ ՔՈՎԸ: ՔՎՅՊԳԴԴ ՔԽՄԱՀԻՒ ՖՊԸՇԻ ԼՄՈՎՈՎՈՅ ՍՈՂՈՎՀՎԴՆԴ ՀՈԸՆԻՒ ՄՊՈՒԳՆՅ ՔՄՂԴԸ ՀՂԴՅՄ ՔՄՎՈՅ ԽԵՆ ՈՄԳՇԵԴ ՀԵՇ ՒՓՄ ՔՀԸՆ: ՔՎԸՆ ԲՎԸՆ:

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኖሎጂ ሰጭ ና ስጭ አገልግሎት FORE TECHNOLOGICAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p><b>የኢትዮጵያ ቴ/ሸ/ና አገልግሎት FDRE TVT INSTITUTE</b></p>	<p>Document No.</p> <p><b>QM/FTI/GD/01</b></p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p><b>2</b></p> <p>Page No.</p> <p><b>Page 47 of 50</b></p>

#### 4. የቴክኖሎጂ ህኔታ

ቴክኖሎጂ አድራሻ በዘመን አስፈላጊ አውጥቷት አያያዝ በመሃዣችው ወደፊት ታክኖሎጂን መሰረት የደረሰ ስልጣናዎች ላይ  
ማተካር አንድማግኘ የሳይንስ በተጨማሪም ትምህርትና ስልጣኑ ላይ የተከና ተቋማት ከተለመደው ገጽ ለንጂ ስልጣኑ  
በተጨማሪ በቴክኖሎጂ የታገኘ የትምህርትና ስልጣናን መጀመር ይጠበቀዋል፡፡ ተቋሙም እራሻን በዘመን ደረጃ አካልዎች  
ቻይር ልጻ የምርምርና የቴክኖሎጂ እና ለለውች ሲረወች፡ እንዲሁም የመረጃ አድራሻ ስርዓታችንም በቴክኖሎጂ የታገኘ  
እንዲሆነ ለማድረግ በርካታ ሲረወችን ስርጠል፡፡ በቋሙ በከፍተኛ ደረጃ የወለጠኩ፡ በቋት፡ ፍላጊትና የሆጠረ ኮንሰለ  
የላቻው፡ ከቴክኖሎጂ ለውጥ ጽር ሲገኘውን ላጥነው ማስተካከልና ለተማሪዎችው አመቱ የትምህርትና ስልጣኑ ሁኔታ  
መኖጠር የሚታረሱ መምህራን በበቃ ሁኔታ ለኖሩ ይገባል፡፡

በተጨማሪ አጠቃላይ የሚሰጥቷውን አገልግሎቶች በተከተልያቹ የታገኑ ለማድረግ በርካታ ሲሆም የተሰሩ በሆነም የሚቀርብ ሲሆምናን በፍጥነትና በጥረት በሙሉራት ማተሚበር ይሰራል::

## 5. ሂጋዊ ሆኬታ

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኖሎጂ ሰጭ ና ስጭ አገልግሎት FORE TECHNOLOGICAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p><b>የኢትዮጵያ ቴ/ሸ/ና አገልግሎት FDRE TVT INSTITUTE</b></p>	<p>Document No.</p> <p><b>QM/FTI/GD/01</b></p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p><b>2</b></p> <p>Page No.</p> <p><b>Page 48 of 50</b></p>

የሚሰራ ቅጂ ይች አዲይ ተከናወች የባለቤትነት መብት ማረጋገጫ ስለሚያስፈልግዎች የባለቤትነት የህግ ማእቀፍ እንደናርር መስራት ይሰራል::

## 6. አካባቢያዊ እና አለም አቀፍያዊ ህኔታ

ተቁመ ከሁላላም የእነዚቱ ከዚላቸው ለሚመጣ ተማሪዎች ሁሉም ለእር አስፈላጊ የሆነ የብዕለቶች በቀላለ የሚታችበት እና የሃገተት ሁኔታ አስተማማማኝ የሆነበት በእነዚቱ ወር ከተማ አዲስ አበባ ለይ የሚገኘው በመሆኑ ተማሪዎችን በተለያየ መልካ ፍትና የተሳሳይትን ለመወሰድ የሚችልበትን ሁኔታ ፍጥረሰል:: ይህም ሁኔታ ጥራትና በቁጥር የለቸውን መምህራንን በቅጥር፣ በዘመናውና በተለያየ መልካ ለማግኘት እና የተለያየ ፊብረዕወቻዎችና ተለፈቁ ከምጋሚዎችም ለይቀሩ በቀላለ ለገኘ የሚችልበት በታ በመሆኑ ጥራት የለው ተግባር ተከራካሪ ነው::

በኢትዮም አቀፍ ደረሰኝ ያለው ሁኔታ እንደሚያስቀንኝ መንግስት ለከፍተኛ ትምህርና ስልጠና ተቋማት የሚያደርጋት የበደት ደንጋጌ አያቀነስ መምጣችናና የትምህርና ስልጠና ተቋማችም እረዳቻቸውን ከሆኔታው ወር በመለመት ወደገበ አመንጻጌነት እየተለመበ መሆናቸውን ያሳያል፡፡ በተጨማሪም በዚ የትምህርና ስልጠና ተቋማት የሚቀበልቸው ተማሪውች ቁጥር አያቀነስባቸው በመሆኑ ተማሪውችን ለማግኘት ወድድር ወሰጥ የገበብት ሁኔታ የተፈጻሚ መሆኑን እንደቀለን፡፡ ይህ በለለቸ አገልጻ እየታየ ያለው የከፍተኛ ትምህር ተቋማት ስጋት ወደ እናም እገር ተቋማት መምጣች እንደሚያቀርብ በማስተካከለ የሂሳቸውን ስጋት ለማመንጻቸው ተወቃድና ሆኖ ለመግኘት ተቋማችንም ለዘሃዣ እለም አቀፍ ሆኖ ሆኖ ለመስጠት ማቀድ ይኖርበታል፡፡

በተጨማሪ በለቁጥር ለስት አመታት የከበደ ተያናና የገዢ የሰላም ሁኔታዎች በስራው ላይ ከፍተኝ ተያና አሳይርበያቻል:: በከበደ ማከናወት አከፊማኩኩ ካለንደረች ተዘጋጀዋል:: በእኩል ተከራት ተስተቶ መሰልጻን ያለባቸው ለሰጠናዎች ተቋርቃዋል:: በርካታ ማሰበራዎች እና ከፍማ የወቀዎች እኩል:: በሁኔታ የሰላም እኩል/ሁኔታ የገዢ የሰላም እኩል::

**Year of Excellence**

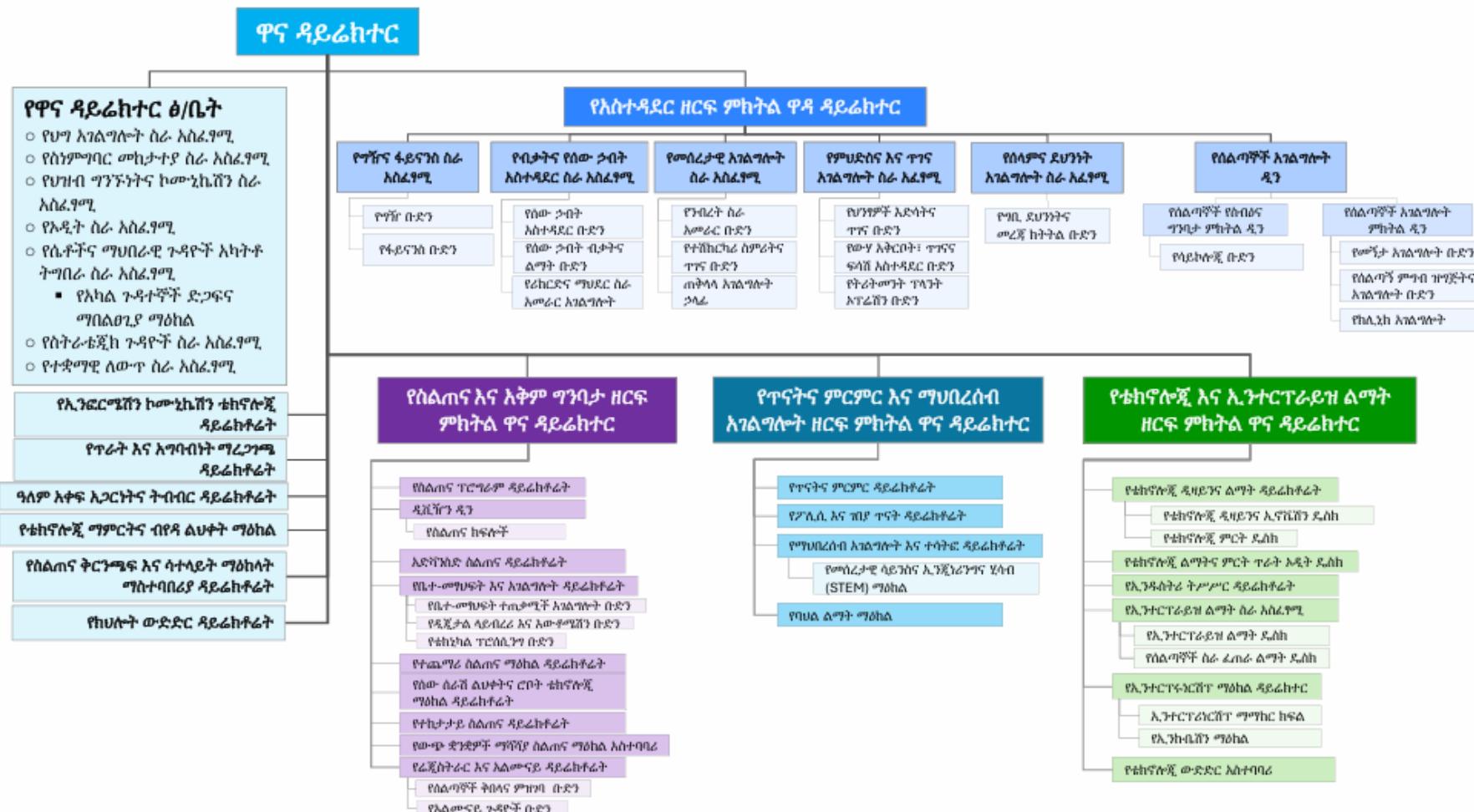
 <p>የኢትዮጵያ ሪፐብሊክ የኢትዮጵያ ስምምነት FORTE TECHNICAL &amp; VOCATIONAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p>የኢትዮጵያ ሪፐብሊክ/ስምምነት FDRE TTV INSTITUTE</p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p>2</p> <p>Page No.</p> <p>Page 49 of 50</p>

ከምጻል ስራ እንዲያቆጠ ምክንያት ሆኖል::በርካታ ስልጣናቸውን ለማቅረጥ ተገዢዋል::ስላሴ  
እንስትናት ወደፊትም የለተጠበቀ ሁኔታዎች ለማጥሙ እንዲማችላ በማስብት አቅር መሰራት ይኖርበታል::

<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			

 <p>የኢትዮጵያ የቴክኒካል ሚኒስቴር የኩል አገልግሎት FEDERAL TECHNOLOGICAL TRAINING INSTITUTE</p>	<p>Institution Name</p> <p><b>የኢትዮጵያ ፖ/መ/ ስ. ከ. የቴክኒካል FDRE TVT INSTITUTE</b></p>	<p>Document No.</p> <p>QM/FTI/GD/01</p>
<p>Effective date: 01/09/2016 EC</p>	<p>Title</p> <p><b>Quality Manual</b></p>	<p>Issue No.</p> <p>2</p> <p>Page No.</p> <p>Page 50 of 50</p>

## Annex A-2: Organizational Structure of the Institute



<b>APPROVAL</b>		<b>Signature:</b> 	<b>Date:</b> 01/09/2016E.C
<b>Year of Excellence</b>			