



**NATIONAL COUNCIL
FOR HIGHER EDUCATION**

**Executive Summary
Of the
Institutional Audit
of
International Training College- Lingua
(ITCL)
Windhoek Campus**

MARCH 2024

1. Introduction

International Training College-Lingua (ITCL) aims to offer lifelong learning opportunities through a wide range of educational services, including schools, vocational training, higher education, language, research, business, and elder care centres. The institution was registered as a private higher education institution by the Ministry of Higher Education, Technology, and Innovation (MHETI) in June 2016 and gazetted as per Government 6024 No.116 b. The institutional audit of ITCL was conducted from 23 to 25 October 2023, following a quality audit request by NCHE.

The audit panel consisted of:

1. Prof John Mupala, Chairperson, Vice-Chancellor, Information and Communications University, Zambia, Management/Governance;
2. Dr Hertha Ndategomwa Pomuti, Member, University of Namibia, Namibia, Management/Governance;
3. Prof Chipso Dyanda, Member, Former Executive Director, Quality Assurance and Professional Development, University of Zimbabwe (Retired), Zimbabwe, Quality Assurance;
4. Mr Eminos Manyawi, Chief Financial Officer, Sefako Makgatho Health Sciences University, South Africa, Finance;
5. Ms Eveline Shinana, Member, Senior Education Officer, Quality Assurance, NCHE, Namibia, Quality Assurance; and
6. Ms Zanell R.L Ikuambi, Member, Final-year student: Bachelor of Information and Technology, ITCL Student.

2. Commendations

International Training College-Lingua is commended for:

Theme 1: Institutional Vision, Mission and Goals, and General Management Processes

- (i) The institution is commended for the efforts, progress, investments, and the significant contribution it is making towards education.
- (ii) There is a governing board of directors whose duty is to advise senior management.
- (iii) A well-defined strategic plan that guides the management team's operations is in place.
- (iv) The management is highly aware of the operating environment, fostering staff loyalty and dedication to the institution's mission.

- (v) The institution actively engage with prospective students through direct interaction on social media, showcasing a proactive approach to outreach and communication.

Theme 2: Teaching and Learning

- (i) The implementation of regular and systematic monitoring of performance measures in postgraduate research, utilising tools like the postgraduate handbook to track research progress and student research is commendable.
- (ii) There are effective learning support services.
- (iii) The efforts invested in describing the institution's activities and existing policies are considered as a positive starting point for further improvement.
- (iv) The institution has adopted diverse teaching approaches beyond traditional lectures.
- (v) The extensive infrastructure acquired by the institution presents a potential for growth and expansion, which is a positive indicator of future financial viability.

Theme 3: Research

None

Theme 4: Community Engagement

The staff and students engagement in in the communities, including playing roles and the engagements with local high schools is commendable.

3. Audit Recommendations

The following recommendations are for quality improvement:

Theme 1: Institutional Vision, Mission and Goals, and General Management Processes

- (i) The institution should review and adjust the strategic plan, to ensure the incorporation of specific, measurable, achievable, realistic, and time-bound (SMART) annual and five-year milestones. The plan should feature critical goals and strategies in areas such as teaching and learning, research, community engagement, financial sustainability, human resources, and student life and support.

- (ii) A comprehensive review and revision of policies should be conducted, focusing on human resources management, finance, and community engagement.
- (iii) A clear link between the strategic plan and national imperatives, demonstrating the College's alignment with national priorities in a narrative form, should be established.
- (iv) The dissemination of key documents, such as the strategic plans, quality assurance manuals, and other relevant key policies to college stakeholders, should be improved.
- (v) The institution should consider autonomously developing key policies to enhance the control environment and address the lack of documented independent policies in critical areas such as budgeting, long-term asset management, and tax compliance; and establish a documented risk management framework.
- (vi) An appropriate environmental scanning or SWOT (strengths, weaknesses, opportunities and threats) analysis should be conducted to transform identified weaknesses into strengths and threats into opportunities, contributing to a more robust strategic planning process.

Theme 2: Teaching and Learning

- (i) An enrolment planning system based on financial and human resource availability, as well as physical facilities, needs to be developed.
- (ii) Mechanisms to monitor and evaluate the effectiveness of the enrolment planning system, with a focus on addressing identified risks, vulnerabilities, and challenges should be implemented.
- (iii) The institution should consider renaming the Certification Policy to the Awards Policy, emphasising its role in regulating the awarding of established qualifications ranges.
- (iv) Academic structures and personnel supporting quality programmes such as facilities, departments, and academic committees must be established.
- (v) Attention must be accorded to library resources at the main campus and satellite centres, ensuring comprehensive support for academic activities across all locations.

Theme 3: Research

- (i) There is a need for more specific details in the research strategy to bridge the gap in understanding how the institution plans to align its research efforts with overarching goals and objectives. Clarity in

research strategy is deemed crucial for effective and targeted research management.

- (ii) Although the policy mentions the criteria and process for approving research proposals, more detailed information on these criteria would be useful, thereby ensuring transparency and fairness in evaluating and selecting research projects.
- (iii) The research policy should incorporate a description of the organisation's approach to intellectual property management and commercialisation of research results, including rights, revenue sharing, and technology transfer procedures. Additionally, the institution should consider adding a section on resource allocation to research, publishing, staff development, mentoring, and support committees to provide insight into the organisation's commitment to promoting a dynamic research culture and supporting the professional development of researchers and faculty.
- (iv) The responsibilities of the ethics committee should be clearly defined in the policy to ensure the ethical conduct of research, the protection of research participants, compliance with ethical standards, and the promotion of trust and integrity in the research process.

Theme 4: Community Engagement

- (i) Policies and strategies, specifically focusing on community engagement, should be developed.
- (ii) The College should consider establishing an advancement and internationalisation unit to promote collaboration locally and internationally to take advantage of national interests and best practices.



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