



NDANDA COLLEGE OF HEALTH AND ALLIED SCIENCES

STRATEGIC PLAN

2023 - 2028



NDANDA COLLEGE OF HEALTH AND ALLIED SCIENCES

THE STRATEGIC PLAN 2023-2028

December, 2023



Table of Contents

List of Tables	iv
List of Annexes	v
Abbreviations and Acronyms	vi
Preface	vii
Acknowledgements	viii
Executive Summary	ix
CHAPTER 1	1
INTRODUCTION	1
1.1. Establishment and Ownership.....	1
1.2. Purpose and Rationale of the Plan	1
1.3. Strategic Plan Development Process (Methodology)	2
1.4. Layout and Structure of the Strategic Plan	2
CHAPTER 2	3
SITUATION ANALYSIS	3
2.1. Introduction	3
2.2. Historical Developments.....	3
2.3. Performance Review of the Second Strategic Plan Implementation	4
2.3.1. Main Achievements	5
2.3.2. Cross-cutting Issues	8
2.3.3. Main Constraints	8
2.3.4. Way Forward	9
2.4. Strengths, Weaknesses, Opportunities and Challenges (SWOC).....	10
2.4.1. Strengths	10
2.4.2. Weakness	11
2.4.3. Opportunities	11
2.4.4. Challenges	11
2.5. Stakeholder's Analysis	12
2.6. Internal Environmental Analysis	14
2.6.1. Human resource	14
2.6.2. Financial Resources	15
2.6.3. Physical Infrastructure and Facilities	15

2.6.4. Policies and Guideline	15
2.6.5. Governance and Leadership	16
2.7. External Environmental Analysis.....	16
2.7.1. Political Factors	17
2.7.2. Economic Factors	17
2.7.3. Social Factors	17
2.7.4. Technological Factors	18
2.7.5. Environmental Factors	18
2.7.6. Legal Factors	19
2.8. Critical Issues from Situational Analysis	20
2.8.1. Introduction	20
2.8.2. Teaching, Learning and Assessment	20
2.8.3. Governance, management and College transformation	20
2.8.4. Publicity, Linkages and Outreach Services	21
2.8.5. Finance, Planning, Auditing and Procurements	21
2.8.6. Investment in infrastructure and technology development	21
2.8.7. Gender Mainstreamed and Environmental Management	22
CHAPTER THREE	23
THE STRATEGIC PLAN 2023 – 2028	23
3.1. Introduction	23
3.2. Key Results Areas, Objectives, Strategies and Targets.....	23
CHAPTER FOUR	41
IMPLEMENTATION, MONITORING AND EVALUATION SYSTEM	41
4.1 Introduction	41
4.2 Implementation	41
4.3 Monitoring	42
4.4 Evaluation.....	42
4.5 Reporting and documentation.....	43
4.6 Assumptions.....	43
Table 4: Budget Estimates for the Implementation of the 3rd Strategic Plan	45
REFERENCES	46

List of Tables

Table 1: Stakeholders Analysis	20
Table 2: Matrix of Objectives, Strategies, Targets and Performance Indicators	33
Table 3: Evaluation Schedules for the 3 rd Strategic Plan	48
Table 4: Budget Estimates	50

List of Annexes

Annex 1: Ndanda COHAS Organogram	57
--	----

Abbreviations and Acronyms

CCTV	Closed-Circuit Television
COHAS	College of Health and Allied Sciences
COVID-19	Coronavirus Disease 2019
HEDP	Higher Education Development Programme
HoD	Head of Department
HRO	Human Resources Officer
ICT	Information Communication Technology
ITV	Independent Television Limited
KRA	Key Results Area
M & E	Monitoring and Evaluation
MLT	Medical Laboratory Technician
MoH	Ministry of Health
NACTVET	The National Council for Technical and Vocational Education Training
OPRAS	Open Performance Review and Appraisal System
OSB	Order of Saint Benedict
PEDP	Primary Education Development Plan
PMU	Procurement and Management Unit
PPRA	Public Procurement Regulatory Authority
SEDP	Secondary Education Development Plan
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
URT	United Republic of Tanzania

Preface



I am pleased to present the Third Strategic Plan of Ndanda College of Health and Allied Sciences (Ndanda COHAS), which provides a roadmap towards the accomplishment of the college's objectives, building upon the previous two Strategic Plans. The Plan sets out strategies and objectives in five key results areas (Pillars), thereby serving as a forward-looking, action-oriented work plan for the College. The review of this Strategic Plan underlined the importance of producing quality graduates, while observing the regulatory framework. Also, it set grounds for the planned transformation of the College to full independent by 2028.

In developing this Plan, extensive consultations were carried with various key stakeholders from within and outside the college. Their contributions, in various forms, enriched the plan development process and which has finished into a comprehensive plan that will steer college's development in the coming five years. We are committed to ensuring that the Plan is implemented effectively through a close working relationship among staff, students and other members of college.

I would like to take this opportunity to extend my sincere gratitude to all those who have contributed at various stages of the development of the Third Strategic Plan, either individually or in their various representative groups. It is my wish that all the stakeholders will generously support Ndanda COHAS endeavors to achieve the goals stated in this Strategic Plan.



Fr. Amani Nyoni OSB

Chairman

Board of Trustees

Acknowledgements

The preparation of the third Strategic Plan, was made after the Second Strategic Plan which had been operational in the past five years (2018 – 2023).



The preparation of the 3rd Strategic Plan (SP) is a product of the efforts of many stakeholders, whose commitment towards the successful completion of this exercise is highly appreciated.

I would like to thank, Rev. Fr. Damian Msisiri OSB, the Priory of Benedictine Abbey Ndanda and Hospital Administrator of St. Benedict Hospital Ndanda and the members of Hospital Management Team, whose work was instrumental and helped the Strategic Plan Team in the preparation of the 3rd Strategic Plan accomplish the work smoothly.

Second, my sincere appreciation and special thanks goes to my colleague



Strategic Planning Team; Mr. Joseph Ndukusi, Dr. Hussein Mjaliwa, Mr. Greyson Kyando, Mr. Enock Abel, Mr. Basilius Kilowoko and Mr. Jordan Nankoko, who worked tirelessly to ensure that the evaluation of the 2nd SP and preparation of the 3rd SP are successfully and timely accomplished.

A word of appreciation should also go to all departments which provided information that helped in the development of 3rd SP.

A handwritten signature in black ink, appearing to read 'Frank L. Shemhande'.

Mr. Frank L. Shemhande

Principal

Executive Summary

Ndanda COHAS is a Faith Based Organization owned by Board of Trustees of Benedictine Abbey Ndanda, operating under the Ministry of Health (MoH).

The core functions of Ndanda COHAS is teaching. Since its establishment, Ndanda COHAS has been preparing Strategic Plans (SPs) as valuable tools for guiding the operations of the college in the short, medium and long-term perspectives. The SPs have all along been the basis



for prioritization of resource mobilization and allocation. The third SP extends from the second one which ended in June 2023.



Ndanda COHAS has been developing and implementing strategic plans as blueprints to guide its operations. The day-to-day operations of the college are effected by the college departments.

Current college

departments include the Department of Medical Laboratory Sciences, Clinical Medicine and Department of Nursing and Midwifery. These departments enable the college to conduct different training and outreach programmes. The training programmes offered are ordinary diploma.

Vision Statement

The Vision of Ndanda COHAS is *“To be a center excelling in quality training of healthcare professionals, research, and consultancy services with conducive learning and working environment”*.

Mission Statement

The Mission is *“To provide quality professional training, research and services in health and related fields through advancing health and quality life of individuals and communities”*.

Core Values

Ndanda COHAS will adhere to the following core values:

1. Respect, protect and promote life from conception to natural death.
2. Value, commitment, dedication, discipline, self-esteem, quality services, love and respect for patients.
3. Care all patients equally regardless of race, education, tribe, religion, and gender, socio- economic and physical status.



Nursing students on life support practical session in skills Laboratory

Plan Development Process

The preparation of this Plan passed through different processes. A team of seven members was appointed by the Hospital Management Team (HMT) to coordinate the preparation of the Plan. The exercise was conducted in a participatory manner, involving the management, staff, and external stakeholders of the college. The Team also conducted a benchmarking (survey) to gather more opinions from internal stakeholders and engaged key external stakeholders.

A situational analysis was conducted in line with the objectives and functions of the college. References were also made to the vision, mission and performance review of the 2nd SP, internal and external assessment, stakeholders' analysis, as well as Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. The analysis established the critical issues that prevailed during the implementation of the 2nd SP in areas such as human resources, infrastructures, finance, collaborations, governance, and adoption of information systems and technologies in various areas.

Third Ndanda COHAS Strategic Plan

The 3rd SP is prepared as a guide for the process of transforming Ndanda COHAS into a reputable and full independent college by focusing on the vision and mission of the college.

Chapter 4 describes the implementation strategy, monitoring and evaluation, and ends with the expected general budget framework for implementing the Third College Strategic Plan (SP). Ndanda COHAS will continue to strengthen the frameworks, structures and systems for implementing its activities. But again, monitoring of the plan's implementation and performance will be prioritised.

CHAPTER 1

INTRODUCTION

1.1. Establishment and Ownership



It was established on 22nd September 1930 by Sr. Dr. Thekla Stinnesbeck OSB. The College established under the provisions of the National Council for Technical Education Act, No.9 of 1997 and granted full accreditation in 2020. It

is located in Ndanda, Masasi District, Mtwara Region in Tanzania. Ndanda COHAS is owned by Board of Trustees of Benedictine Abbey Ndanda who belongs to a broader international monastic-missionary family known as the Missionary Benedictine Congregation of St. Ottilien. Benedictine Abbey Ndanda is a missionary and monastic community of men religious living according to the rule of St. Benedict.

1.2. Purpose and Rationale of the Plan

Ndanda COHAS has been using Strategic Plans as a tool for guiding the operations of the college in the short, medium and long-term perspectives. This plan will offer guidance in resource mobilization, allocation and efficient ways of utilization, henceforth the preparation of annual budgets. It is a tool for both internal and external stakeholders to track the performance and make informed decisions about Ndanda COHAS with respect to its strategic direction. It is through this Plan that the performance of Ndanda COHAS will be measured.

1.3. Strategic Plan Development Process (Methodology)

The preparation of this Strategic Plan has been participatory, drawing information from various sources including departments and units, annual reports, self-assessment report and stakeholders' views, as well as other relevant Government and sectoral policies.

1.4. Layout and Structure of the Strategic Plan

The 3rd Strategic Plan is structured in four main chapters. Chapter One introduces the Plan, its development process, purpose and rationale, layout and the structure. Chapter Two focuses on situational analysis, which covers mission and vision of the Third Strategic Plan; performance review; environmental scan; stakeholders' analysis and strengths, weaknesses, opportunities and challenges (SWOC) analysis. Chapter Three is the Plan itself, which outlines the vision, mission, core values, key results areas, strategic objectives, strategies and targets. Chapter Four contains the results framework and the monitoring and evaluation framework.

CHAPTER 2

SITUATION ANALYSIS

2.1. Introduction

Situation analysis is concerned with a critical review of the Ndanda COHAS. It looks at the nature of the college from the perspectives of its vision, mission, and core values necessary to enlighten the roadmap towards the future. It further looks at the present state of the college through self-reflection (internal analysis). In this regard, two main instruments have been used. The first one is critical examination of the college's Strengths, Weaknesses, Opportunities and Challenges (SWOC). The second is Stakeholders' Analysis which identifies the key stakeholders of the College services rendered, needs and expectations. Much as the future of the college depends on its internal state and strategy, the external environment may have even more influence on its future growth and prosperity.

2.2. Historical Developments

Ndanda COHAS started in 1930 but was established in 1965 with a planned capacity of 25 students. The college formative years concentrated on offering midwives education. As of today, the development of infrastructure and other learning facilities are near satisfactory levels, and to that end, more emphasis is shifted towards increasing the quality of education, other programmes and other services offered to the public. Furthermore, Ndanda COHAS works to diversify mainly from teaching to increasing its contribution in other core areas, and in particular outreach engagement (fieldworks). Since a large part of Ndanda COHAS academic staff is composed of juniors, there is an increased thrust towards staff development in line with the college's aspiration of being among the best colleges in Tanzania.

2.3. Performance Review of the Second Strategic Plan Implementation

This section reviews the performance in the implementation of the 2nd Strategic Plan in order to learn what have been the main achievements and constraints during the five years of the implementation. The performance review lays the basis for the development of the 3rd Strategic Plan.

The 2nd Ndanda COHAS (by then Ndanda School of Nursing) Strategic Plan (2018 – 2023) had five strategic objectives (pillars) as follows:

1. To improve students' academic performance.
2. To improve building infrastructure
3. To improve marketing and communication system
4. Expanded Student Enrolment to Respond to the Human Resource for Health Demand
5. To increase Health Laboratory course



Medical Laboratory students attending practical sessions

2.3.1. Main Achievements

During the five years of implementation of the 2nd Strategic Plan, a number of interventions were undertaken which led to the following achievements:

KRA A: Improving students' academic performance.

Strategic Objective A1. Sufficient number of tutors by June 2023.

1. Two (2) qualified nurse tutors were employed
2. One (1) clinical instructor oriented
3. One (1) tutor trained in Masters of Science in Nursing Education
4. Managers trained in financial Management
5. Four (4) tutors trained in teaching methodology
6. One (1) tutor trained on students' admission.
7. One photocopy machine purchased

KRA B: Improving building infrastructure.

Strategic Objective B1. Maintenances and constructions of buildings by June 2023.

1. Four (4) classrooms were renovated
2. One (1) tea room renovated
3. Refectory, Computer Lab and Library buildings were constructed
4. Kitchen, dining hall, service kitchens were renovated and heavy gas cooker installed.
5. Principal office was renovated
6. One classroom constructed
7. One Strong room were constructed
8. Two skills laboratories were renovated and equipped.



Refectory, Computer Laboratory and Library

KRA C: Improving marketing and communication system.

Strategic Objective C1. Improve marketing and communication system
June 2023.

1. Establishment of website (www.ndandacohas.ac.tz)
2. Strengthen collaboration with other stakeholders.
3. Initiation of college social media accounts (Facebook, Instagram, Twitter)
4. Ndanda COHAS programmes were advertised through radios and Televisions (ITV, Upendo TV, TBC e.t.c).
5. Awareness to students in nearby schools about our college.

KRA D: Expanded Student Enrolment to Respond to the Human Resource for Health Demand

Strategic Objective D1. Students enrollment expanded by at least 50% by June 2023.

1. Number of students increased for almost 50% compared to previous enrolments (100 students capacity NMT and 70 students MLT).

KRA E: Increasing Health Laboratory course

Strategic Objective E1. To increase Health Laboratory Course by September 2020.

1. Medical Laboratory programme introduced
2. Establishment of Medical Laboratory Department.
3. Number of students increased due to establishment of MLT programme.



The first intake of Medical Laboratory Students in October 2020

2.3.2. Cross-cutting Issues

Cross-cutting issues are matters that cut across the entire college. They range from gender equality all along to environmental protection. Ndanda COHAS has recently sustained the following:

- Established a Gender Unit with a view of overseeing all issues related to gender across Ndanda COHAS.
- Trained staff and students on sexual harassment and gender.
- Raised awareness (club) amongst the communities around Ndanda COHAS to protect the environment.

More is still desired in terms of expanded capacity building and mainstreaming of gender, human rights and environmental aspects in the activities of the college.

2.3.3. Main Constraints

The major constraints in achieving the planned objectives in the 2nd Strategic Plan were the following:

- a) Inadequate physical infrastructures to cope with the increasing students' demand for enrollment at the college.
- b) Inadequate publicity and marketing of the college.
- c) Changing policies and frameworks.
- d) Inadequacy of the monitoring and evaluation system.
- e) Inadequate funding.
- f) Inadequate ICT infrastructures.

2.3.4. Way Forward

The following strategies are suggested to enable the college realize its objectives:

- a) Expanding and improving teaching and learning facilities i.e. lecture theatres (podium), classrooms, reading materials, computers and e-learning resources.
- b) Mobilizing resources through different sources apart from the donors budget i.e. short courses, research grants, consultancy and increasing students' enrollment as well as borrowing from financial institutions.
- c) Capacity training for junior staff to cope with the increased students' enrollment and enhance their skills and competences in teaching and outreach functions.
- d) Enhancing the quality of information and communication technology services offered to internal and external colleges clients and stakeholders.
- e) Establishing and fostering collaboration with other colleges locally and internationally.
- f) Participating actively in activities of the professional and academic organizations to which the College is a member.
- g) Strengthening linkages with the stakeholders at local, national and regional levels.
- h) Establishing proper monitoring and evaluation systems

2.4. Strengths, Weaknesses, Opportunities and Challenges (SWOC)

Based on the achievements and challenges experienced during the implementation of the 2nd Ndanda COHAS strategic plan, it is found paramount and realistic to continue to pursue the current vision as recaptured in chapter three. The following subsections identify the strengths, weaknesses, opportunities and challenges as part of the learning process as the future options are figured out. The presentation will be followed by views from stakeholders' analysis in the next section.

2.4.1. Strengths

- The school is registered by NACTVET with full accreditation.
- The school has clear management structure which facilitates implementation of the school activities.
- The school has policy and guidelines that conform to the government rules and regulations which has to be reviewed after every five years.
- The school has a basic staff establishment in place.
- There is conducive learning environment.
- There are proper financial control systems and audited reports.
- The school is located along the paved main road which makes it easily accessible.
- There is permanent physical infrastructure
- Materials and supplies are available for the smooth running of the college.
- There is a good relationship between the college, government and other stakeholders.
- The school has Board of Trustees and Governing Boards.
- The school has experienced, dedicated and devoted tutors

2.4.2. Weakness

- Unavailability of boys hostel, warden house, conference room and recreation room.
- Staff turnover.
- Inadequate funds.
- Unavailability of school vehicles for the transportation.
- Low publicity and marketability of the college.
- Low levels of community and stakeholder engagement.

2.4.3. Opportunities

- The school is integrated to St Benedict Ndanda Referral Hospital.
- The school provides diploma in Medical Laboratory, and Nursing and midwifery (Pre-service and In-se .
- Accessible and reliable communication systems.
- Constant water supply and reliable electricity.
- Government willingness to strengthen higher education.



St. Benedict Ndanda Referral Hospital (The teaching Hospital)

2.4.4. Challenges

- Competition from other higher learning institutions.
- Poor Social economic status of the societies in affording school fees.
- Changes in Government policies and regulatory frameworks.
- Changes in entry criteria.
- Threats of HIV/AIDS, COVID-19 and non-communicable diseases.

2.5. Stakeholder's Analysis

There are number stakeholders that affect the operations of the College directly or indirectly. Those are individuals, institutions and communities who have special interests in sharing the common purpose of the College. Therefore, they have special role to play in the process of the implementation of the strategic plan although their level of importance varies depending on the way they relate to the college and areas of improvement to be captured during strategy formulation and implementation.

Table 1: Stakeholder's Analysis

SN	STAKEHOLDER	EXPECTACTIONS FROM NDANDA COHAS	STAKEHOLDER EXPECTATIONS
1.	St. Benedict Hospital Ndanda	<ul style="list-style-type: none"> • Material support to facilitate clinical and learning in the Hospital • Enrolment of qualified students 	<ul style="list-style-type: none"> ○ Availability of appropriate learning ○ Continued cooperation for mutual benefits ○ Harmonious working relationship
2.	Ministry of Health	<ul style="list-style-type: none"> • Train qualified and ethical human resource for health • Compliance to policies, rules and regulations • Training, consultancy and research services 	<ul style="list-style-type: none"> ○ Graduates who are employable or can employ themselves ○ Adherence to policies, guidelines and procedures ○ Innovativeness in expansion of intakes and self-financing ○ Smooth learning processes.
3.	Students	<ul style="list-style-type: none"> • Access to knowledge and skills • Practical training placement and supervision • Value for money • Relevant and market driven programs 	<ul style="list-style-type: none"> ○ Conducive learning environment ○ Quality education that meets the need of employment market ○ Skills for self-employment ○ Timely graduation

SN	STAKEHOLDER	EXPECTATIONS FROM NDANDA COHAS	STAKEHOLDER EXPECTATIONS
4.	Employers	<ul style="list-style-type: none"> • Skilled human resource • Training • Consultancy 	<ul style="list-style-type: none"> ○ Competent graduates with requisite skills and work attitude ○ Quality services ○ Value for money
5.	Staff	<ul style="list-style-type: none"> • Employment • Benefits • Facilities 	<ul style="list-style-type: none"> ○ Good governance ○ Good working environment ○ Job security ○ Good image to the public ○ Courteous and timely response to requests and inquiries
6.	Parents and Guardians	<ul style="list-style-type: none"> • Training to their children or sponsored students • Information • Security • User-friendly admission system and procedure 	<ul style="list-style-type: none"> ○ Affordable fees ○ Moral and ethical growth ○ Smooth learning processes ○ Employability for students ○ Timely graduation ○ Consideration of students with special needs
7.	NACTVET	<ul style="list-style-type: none"> • Various types of information/ data 	<ul style="list-style-type: none"> ○ Compliance with procedures and standards ○ Guidelines and support
8.	Suppliers	<ul style="list-style-type: none"> • Fair tendering process • Orders for goods and services • Information on procurement opportunities 	<ul style="list-style-type: none"> ○ Transparency ○ Fair Price, timely delivery ○ Corruption free and fair procurement process ○ Timely payments ○ Dignity and courtesy
9.	Community/General Public	<ul style="list-style-type: none"> • Corporate social responsibility services • Outreach services • Relevant, quality and market driven programs • Community engagement 	<ul style="list-style-type: none"> ○ Quality of goods and services ○ Growth of socio-economic activities ○ Feedback on the programs / products ○ Peace and harmony ○ Integrity

SN	STAKEHOLDER	EXPECTATIONS FROM NDANDA COHAS	STAKEHOLDER EXPECTATIONS
10.	Alumni	<ul style="list-style-type: none"> • Engagement in various activities 	<ul style="list-style-type: none"> ○ Good image and reputation ○ Growth and prosperity
11.	Other Institutions of Higher Learning	<ul style="list-style-type: none"> • Professional Services 	<ul style="list-style-type: none"> ○ Benchmarking and inter-college collaboration ○ Ethical behavior ○ Quality staff and services
12.	Development Partners	<ul style="list-style-type: none"> • Partnership • Accountability and transparency • Feedback 	<ul style="list-style-type: none"> ○ Mutual benefit, Accountability ○ Accountability and compliance ○ Resources deployed according to set priorities ○ Realization of project objectives and quality outputs/ outcomes

2.6. Internal Environmental Analysis

The internal factors compromise human resources, financial resources, physical facilities, policies and guideline, and governance and leadership.

2.6.1. Human resource

Human resource, to a large extent, determines the success or failure of an organization. The results of internal assessment of Ndanda COHAS staff remind feelings of a bright future for the College. By age, the College has a good balance of academic staff. Half of the 24 members of academic staff are under 40 years and will, therefore, be available to carry forward the College for a long period of time.

The profile of staff is twisted towards high levels of education. Forty-two percent (42%) of the staff possess masters and bachelor level education. About 38% of the staff possess diploma and remaining are none academic staff.

2.6.2. Financial Resources

Ndanda COHAS is not a commercial institution. For many years the Benedictine Community of Ndanda and a new generation of compassionate people with good-will still contribute to these efforts, though the contribution is declining. The college depends fund flow from tuition fees, government (nominal roll) and donations. Besides, the flow of fund from the tuition fees, and donations has been irregular. The irregular and declining flow of tuition fees have been a major challenge to the development budget particularly for infrastructure and human resource development. It is vitally important for the College to look for alternative sources of financing the development budget by strengthening its internal sources of revenue.

2.6.3. Physical Infrastructure and Facilities

Infrastructure has an important role on the development of people. Our roads have been improved. With good communication, a good number of goods can be transported to where they are needed. Our means of communication system also improved leading to more number of students able to access the college. The College is facing shortage of critical infrastructure including big laboratory for Medical Laboratory programme, discussion zone spaces in the campus (vimbweta); lecture theatres, classrooms and seminar rooms; staff offices; staff and students' accommodation as well as sports and games facilities. The college wishes to have many more programmes but infrastructures are limited.

2.6.4. Policies and Guideline

Most important policies and guidelines for facilitating implementation of the core functions of the College are in place and are reviewed and updated regularly based on the need and emerging trends. Most policies and guidelines are based on information from performance measurement, benchmarking and learning.

The College is slow in internalizing and operationalizing policies and guidelines. This brings about inconsistencies in harmonization and linkages across different College policies. Likewise, mechanisms for reviewing policies, rules, regulations, manuals, and guidelines are not systematic and predictable. This renders some of policies and guidelines outdated and difficult to implement.

2.6.5. Governance and Leadership

Leadership at the College is participatory involving stakeholders and is able to develop vision, mission and core values. Leaders interact with staff and students and reinforce a culture of excellence as well as identify and champion changes. Most of the strategic decisions are made in meetings of the college committees.

Despite having a robust decision-making machinery, however, the College's communication system is inefficient, particularly in providing feedback to lower organs with respect to implementation of approved policies and procedures as well as high-level strategic decisions made by the Board from time to time.

2.7. External Environmental Analysis

Political, Economic, Social, Technological, Environmental and Legal (PESTEL)

It is hundred years ago when the first Benedictine Missionaries came to this part of the South-East of what has now become TANZANIA. The aim was to help the people of the area. They came out to fight ignorance, diseases and poverty. There were practically no schools, no hospitals. This section reviews political, economic, social, technological, environmental and legal contexts which influenced the college strategic choices and objectives.

2.7.1. Political Factors

From the global level, there are a number of political commitments through global agenda on sustainable development and human wellbeing. Therefore, it is expected that Higher Education Institutions, will play their part to ensure that the goals are realized.

Tanzania is expected to remain politically stable in the foreseeable future as it has been in the past. Tanzania has enjoyed six smooth political transitions of Government and hence there is little risk of political instability in the future.

The overall political climate is promising for the College to be able to achieve its objectives and targets by pursuing chosen strategies. Since the strategic plan is aimed at addressing global, regional and national political agenda, there is very limited risk of failing because of political reasons. Indeed, from the face of it, the opportunities and partnerships through politically supportive climate are plentiful.

2.7.2. Economic Factors

Tanzania Development Vision 2025 envisions Tanzania as a nation with a strong, diversified, resilient and competitive economy which can effectively cope with the challenges of development and, which can also easily and confidently adapt to the changing market and technological conditions in the regional and global economy. As a nation, Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally.

2.7.3. Social Factors

Ndanda has many ethnic groups. As there are different ethnic groups, there are as well different ethnic beliefs, customs and taboos. The current social interaction situation has significantly improved. Over the last 5 years, Tanzania has witnessed improvement in the access and general delivery of social services especially in education, health, water, energy,

telecommunications and infrastructure. Access to education has increased at all levels, with significant increases in the number of secondary school students resulting from Secondary Education Development Programme (SEDEP). This has been accompanied by an increasing number of students enrolled in the higher learning institutions in Tanzania, amid limited resources (infrastructure, finance and human resources).

2.7.4. Technological Factors

The world is advancing technologically, but due to its poor economy, Tanzania cannot keep up with the pace of technological advancement. This creates a gap between the need and capacity of the institution in terms of equipment and human resource.

Science and technology are fast changing the world and the way people and institutions function. In education, information and communication technology offers wide possibilities in teaching, assessment, and management and administration. Technology is increasingly being used to personalize learning and give students more choice over what and how they learn and at what pace, preparing them to organize and direct their own learning for the rest of their lives.

2.7.5. Environmental Factors

Tanzania recognizes the value of her environmental resources, and appreciates the fact that degradation of these resources can adversely affect productivity and increase poverty levels in the country. Ndanda COHAS is obliged to address environmental management and conservation concerns at the institutional level. Building resilience to climatic shocks such as floods, draughts and other shocks related to pests and diseases outbreaks, climate smart agriculture for example could be an area in which the college can build requisite capacity and excellence.

2.7.6. Legal Factors

Colleges are regulated by the NACTVET and at the programme level, it is a requirement that a College shall not launch any programme or establish a centre unless it is approved and accredited by Board of a particular programme. Once a college is accredited, it is awarded a certificate of accreditation. The NACTVET as a regulator also sets standards, provides quality assurance services, coordinates and rationalizes training programmes and promotes cooperation among colleges in Tanzania. Ndanda COHAS is operating within these legal and regulatory frameworks.

The development of different policies has also been contributed by challenges encountered during implementation of various education plans and directives such as the Primary Education Development Plan (PEDP), Secondary Education Development Plan (SEDP) and Higher Education Development Programme (HEDP), which have contributed to a great extent, to increasing access to education in general and higher education, in particular.

Ndanda COHAS being a non-governmental College has a stake in working with the government through the legal provision of the Hospitals Act 1978 and Private Hospitals Regulation Amendment Act of 1991 because of its use of the St. Benedict Ndanda Referral Hospital as its teaching hospital. It also has a stake in Public Private Partnership Act 2010 and its amendments not only because the Act provides for partnerships with the government and community in areas of common interest but also the College use of teaching staff from Ndanda hospital. In terms of staff employment, the Public Service Act (No. 8 of 2002) and Public Service Regulations (2003) with their amendments which guide employment relationships and performance are important as well as Labour Relations Act 2004 specifically for Ndanda COHAS directly employed staff.

2.8. Critical Issues from Situational Analysis

2.8.1. Introduction

Critical issues are clusters of most important areas that have to be taken on board by the College to formulate the strategic plan. They are major themes that were mapped out during the internal and external environment reviews and analyses. They are the outcomes of critical reflection of the current vision, mission, and core values which have been steering the future of the College to the present moment. The issues are equally the outcome of critical consideration of the key stakeholders in terms of what services the College offers, expectations from key stakeholders and how best the College can improve on the expectations through a win - win partnership. The situational analysis has uncovered the following critical issues to be addressed in the 3rd Strategic Plan.

2.8.2. Teaching, Learning and Assessment

Teaching and learning are bread and butter of the College because everything else depends on the quality of teaching and learning. Critical issues around these two areas have been curved out from the situation analysis. Improved teaching and learning are expected to improve the quality of the graduates which will in turn positively portray the College image and attractiveness for more students and income. Therefore, for the College to grow and expand, objectives, strategies and targets that will strengthen both teaching, learning and assessment systems and processes have been developed. The adoption of the competency-based curricula has necessitated the need to strengthen teaching, learning and assessment methods in order to impart necessary competencies to students.

2.8.3. Governance, management and College transformation

The second category of clusters is the college governance, management and transformational growth. The college is still at the initial stages of growth and hence change management strategies have to be developed and implemented. The goal is to become a full independent by 2028. This has

many implications in terms of systems of governance and accountability including structural and policy reforms. This area calls for a number of objectives, strategies and targets to accomplish during the life span of the strategic plan as shall be observed in chapter 3.

2.8.4.Publicity, Linkages and Outreach Services

Ndanda COHAS maintains internal and external links and collaborations with many colleges and higher learning institutions from within Tanzania. It also collaborates with regional organizations as well as serving as a member of different boards and committees. The main challenge has been how to find new, high-level impact and long-term collaborations and partnerships.

2.8.5.Finance, Planning, Auditing and Procurements

Ndanda COHAS has three major sources of funding namely government grant (nominal roll), donors and internally generated funds. Although visioning on the college growth and expansion is desirable, it will remain only a wish if there are no credible plans and adequate and sustainable resources which are managed by sound principles and good practices. This is the last area of paramount strategic focus which include addressing internal and external sources of financing, value for money expenditures and transparent reporting for accountability. As hinted in the introductory part of this chapter, the above critical issues have been renamed Key Results Areas (KRAs) which is a common language in strategic planning.

2.8.6.Investment in infrastructure and technology development

The college is facing shortage of critical infrastructure including adequate skills laboratories, lecture theatres, classrooms and seminar rooms; staff offices; staff and students' accommodation as well as sports and games facilities. Information and Communication Technology (ICT) plays a very important role in modern teaching and learning in colleges. To cope with technology, the college should adopt a modern technology and information systems.

2.8.7. Gender Mainstreamed and Environmental Management

Ndanda COHAS like other institutions of higher learning is faced with a problem of gender inequalities at different levels. The college therefore has an obligation to proactively address gender equity and mainstreaming through strengthening of the gender unit at Ndanda COHAS. The college will also maintain and conserve healthy environment and protect all-natural resources for sustainable society. This strategic objective seeks to address gender, ethical, and environmental concerns.

CHAPTER THREE

THE STRATEGIC PLAN 2023 – 2028

3.1. Introduction

This Third (3rd) Strategic Plan focuses on guiding the transformation of Ndanda into a world-class College that is open to learners regardless of the circumstances. The transformation would see Ndanda COHAS becoming nationally recognized for creativity and innovation and partnering with others to create a prosperous future world. The Plan seeks to carry the College forward to become one of the leading College for generating new knowledge, and providing leadership to students and healthcare workers.

3.2. Key Results Areas, Objectives, Strategies and Targets

The Third (3rd) Ndanda COHAS Strategic Plan has five (5) key results areas (KRAs), 17 objectives and 44 Strategies to be addressed in the next five years. The KRAs to be addressed during the five-year period of the Plan are listed below:

- a) KRA A: Teaching, Learning and Assessment Methods Enhanced
- b) KRA B: Governance, management and transformation
- c) KRA C: Publicity, Linkages and Outreach Services
- d) KRA D: Finance, Planning, Auditing and Procurement
- e) KRA E: Investment in infrastructure and technology development
- f) KRA F: Gender Mainstreamed and Environmental Management

The strategic objectives and number of targets to be addressed during the Strategic Plan implementation period are as shown in Table 2 below;

Table 2: Matrix of KRAs, Objectives, Strategies, Targets and Key Performance Indicators

a) KRA A: TEACHING, LEARNING AND ASSESSMENT METHODS ENHANCED

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
A. Teaching, Learning and Assessment Methods Enhanced	A1. : Enhancing and maintaining excellence in teaching and learning	A1.1 Improve the number and quality of academic staff	A1.1.1. Increase the number of academic staff for 80% by 2028	A1.1.1.1 Percentage of staff increased	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			A1.1.2. Train 4 staff of Medical Laboratory and Nursing and Midwifery in Master degree by 2028	A1.1.2.1 Number of staff trained	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			A1.1.3. Train 4 tutors in Clinical Instructors programme by 2028	A1.1.3.1 Number of clinical instructors trained	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			A1.1.4 At least 90% of staff have Teaching Methodology course by June 2027	Percentage of staff having teaching methodology course	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			A1.1.5 At least 90% of academic staff have bachelor’s degree or its equivalent by June 2028	A1.1.5.1 % number of academic staff with bachelor’s degrees	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			A1.1.6. Train 3 tutors (MLT 1 and NMT 2) in Bachelor degree programme by 2028	A1.1.6. 1 Number of tutors trained	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
			A1.1.7 At least 75% of academic staff attending students assessment training by June 2028	A1.1.7.1 % number of academic staff with students assessment training	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
		A1.2 Enhance optimal utilization of teaching and learning resources	A1.2.1 Increase teaching models and Mankins by June 2028	A1.2.1.1 Teaching models and Mankins increased	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
		A1.3 Enhance and maintain relevant attractive and marketable academic programmes	A1.3.1 College programmes marketed through the prospectus, brochures, fliers, Televisions and social media by June 2024	A1.3.1.1 Number and frequency of media used for college marketing and outlets.	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			A1.3.2 Annual participation in local and regional exhibitions enhanced by December 2026	A1.3.2.1 Exhibitions participation report	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			A1.4.1 At least 5 programmes (Clinical Medicine, Pharmacy, Radiology, Community Health, anesthesiology) developed and approved by December 2027	A1.4.1.1 Number of programmes approved by NACTVET	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	KEY PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
		A1.4. Review students examinations regulations	A1.4.1 Students 'examinations policy and regulations reviewed and approved by December 2025	A1.4.1.1 Reviewed and approved students' examinations policy and regulations	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
	A2.: Quality Assurance (QA) measures in teaching and learning implemented by all academic units by June 2028	A2.1 Improve teaching and learning environment	A2.1.1 Quality assurance policy developed and operational by May 2025	A2.1.1.1 Quality assurance policy in place and functional	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
A2.1.2 Students' assessment on the quality of teaching and learning conducted for each semester by December 2024			A2.1.2.1 Students' assessment report	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP	
A2.1.3 All classrooms equipped with multimedia teaching systems June 2026			A2.1.3.1 Percentage of classrooms equipped wish multimedia systems	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP, PMU	
A2.1.4 At least 85% of all key textbooks and e-resources, for all core courses taught be available in the library by June 2028			A2.1.4.1 Percentage of required books, journals and e-resources available	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP, LIBRARIAN	

b) KRA B: GOVERNANCE, MANAGEMENT AND TRANSFORMATION

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
B. Governance, Management and Transformation	B1: Enhancing Supportive environment for institutional growth	B1.1 To improve employees' welfare	B1.1.1 Ndanda COHAS staff paid salaries and benefits by July 2023	B1.1.1.1 Staff Salaries and benefits paid	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B1.1.2 Meet operational expenses monthly by July 2023	B1.1.2.1 Operational expenses paid	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B1.1.3 Adequately meet costs of meetings each academic year by 2028	B1.1.3.1 Meetings done	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B1.1.4 Staff professional development policy established by December 2024	B1.1.4.1 Staff professional development policy in place	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B1.1.5. Establish new scheme of services by June 2028	B1.1.5.1 Scheme of service established	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B1.1.6 Staff Retention Policy developed and deployed by June 2019 by June 2028	B1.1.6.1 Retention strategies developed	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
		B.1.2 Initiate College transformation process	B.1.2.1 Comprehensive transformation initiated by June 2026	B.1.2.1.1 Transformation initiated	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B.1.2.2 Succession plan developed by June 2027	B.1.2.2.1 Approved Succession plan document	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
		B.1.3 Strengthen human resource management	B.1.3.1 Human resource management system strengthened by June 2026	B.1.3.1.1 Approved human resource policy	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B.1.3.2 Capacity building for staff conducted annually effective July, 2027	B.1.3.2.1 Number of Staff/trainings conducted	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B.1.3.3 Control and manage human resources by June 2028	B.1.3.3.1 Biometric machine existing	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
		B.1.4 To improve students welfare	B.1.4.1 Promote students' participation in sports and games by June 2028	B.1.4.1.1 Sports and games done	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP, STUDENTS GOVERNMENT

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
			B.1.4.2 To promote students' active participation in spiritual life by June 2026	B.1.4.2.1 Religious activities mainstreamed	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP, STUDENTS GOVERNMENT
			B.1.4.3 All students get access to counselling services as needed by June 2025	B.1.4.3.1 Counselling services report	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP, CHAPLAIN
			B.1.4.4. To purchase 2 Flat screen 65" by June 2028	B.1.4.4.1 Flat screen purchased	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-AFP, ACCOUNTANT
			B.1.4.5 Students' welfare policy approved by June 2026	B.1.4.5.1 Policy governing students' welfare in place.	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
	B2: To Improve the working environment for efficient and effective service delivery	B2.1: Strengthen organizational structure, policies, and procedures	B2.1.1 Establishment of College Management Team (CMT) by June 2025	B2.1.1.1 CMT established	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B2.1.2 College organisation structure revised by October 2024	B2.1.2.1 Organogram developed	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
			B2.1.3 Reviewing existing COHAS policies and guidelines by June 2026	B2.1.3.1 Number of policies and guidelines reviewed	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
			B2.1.4 To develop MOUs with the stakeholders by June 2028	B2.1.4.1 MOUs developed	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
	B3: Ensuring continuous availability of adequate qualified, competent and motivated human resource	B3.1 To improve staff and students orientation and induction	B3.1.1 Staff and students orientation and induction training conducted by June 2027.	B3.1.1.1 Staff orientation and induction report	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
		B3.2 To get opinion from staff who leave the college for improvement	B3.2.1 Exit interviews conducted for all staff who leave the college starting from January 2024	B3.2.1.1 Exit interview report	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP

c) KRA C: PUBLICITY, LINKAGES AND OUTREACH SERVICES

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
C. Publicity, Linkages and Outreach services	C1: To enhance collaboration and partnership between the College and other institutions.	C1.1: Enhance utilization of existing and new collaborations	C1.1.1 Collaboration with other institutions enhanced by June 2025	C1.1.1.1 Number of institutions enhanced	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
		C1.2: Strengthen collaboration with Ndanda COHAS Alumni	C1.2.1: Fulltime staff assigned to deal with Ndanda COHAS Alumni Association affairs by July 2026	C1.2.1.1 Number of staff assigned to Alumni Association	<ul style="list-style-type: none"> ▪ Human Resources 	PRINCIPAL, DP-AC, DP-AFP
			C1.2.2 Ndanda COHAS alumni comprehensive database developed by June 2028	C1.2.2.1 Database developed	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
	C2: To enhance institutional image, communication and branding	C2.1 Re-brand, protect and sustain corporate image and visibility of Ndanda COHAS	C2.1.1: Comprehensive Marketing and Communication Strategy developed and deployed by December 2026	C2.1.1.1 Marketing and communication Strategy developed (<i>Journals and Choir</i>)	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	DP-AC, DP-AFP, ADMISSION OFFICE
		C2.2 Improve Corporate social responsibility (CSR) to the community	C2.2.1 Corporate Social Responsibility (CSR) and services improved by June 2027	C2.2.1.1 CSR policy and guidelines	<ul style="list-style-type: none"> ▪ Human Resources 	PRINCIPAL, DP-FPA

d) KRA D: FINANCE, PLANNING, AUDITING AND PROCUREMENT

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
D. Finance, Planning and Auditing	D1: Strengthening financial sustainability of financial resource base of the College	D1.1 Improve revenue collection from students' tuition fees	D1.1.1 Collection of revenue from tuition fee increased from 80% to 90% per semester	D1.1.1.1 Percentage (%) of revenue collected from tuition fee	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DPFPA, BURSAR
		D1.2 Mobilization of funds from alumni, and collaborators	D1.2.1 Increase of revenue from alternative sources by 10% by 2027	D1.2.1.1 Percentage (%) increase of income	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DPFPA, BURSAR
	D2: Improving financial management Information systems and accountability	D2.1 Develop new Accounting Manual	D2.1.1 Accounting manual developed by June 2025	D2.1.1 Approved developed accounting manual	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DPFPA
		D2.2 Integration of financial and academic management Information System to enhance data accuracy (SARIS)	D2.2.1 Information management systems integrated by June 2026	D2.2.1.1 Integrated information system in place	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC
		D2.3 Capacity building training on financial management information system utilization	D2.3.1 Finance staff trained and updated annually on financial management information system by 2025	D2.3.1.1 Number of staff trained	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-FPA, BURSAR

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
	D3. Strengthening finance department	D3.1 Capacity building training on financial and accounting management	D3.1.1 Finance staff trained on Masters of Science in Finance and Accounting by June 2028	D3.1.1.1 Number of staff trained	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP
	D4: Improving planning and Investment Projects.	D4.1 Prepare College investment Projects.	D4.1.1 College Investment Projects prepared by June 2028	D4.1.1.1 Approved College Investment Projects (<i>Shop, Stationery etc.</i>)	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-FPA
		D4.2 Prepare annual action plan for implementation of the College strategic Plan.	D4.2.1 Annual Plans prepared annually by June 2025	D4.2.1.1 Approved annual plan	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-FPA
	D5: Strengthening Internal and external Audit functions	D5.1 Develop College Internal Audit Policy	D5.1.1 Internal Audit Policy developed by June 2027	D5.1.1.1 Approved developed Internal Audit Policies	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-FPA, BURSAR
		D5.2 Improve the system of Implementing Internal and external Auditor recommendations and Governing Board Directives	D5.2.1 Guidelines for response to audit queries and implementation of audit recommendations established by June 2027	D5.2.1.1 Approved guidelines	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-FPA, BURSAR

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
			E4.3.1 Monitoring system for the implementation of audit recommendations established by June 2027	E4.3.1.1 Approved monitoring system	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-FPA, BURSAR
	D5: Improving procurement functions to achieve value for money	D5.1 Conduct PPRA Seminar/Workshop to User Departments	D5.1.1 All staff involved in procurement to be trained at least once a year by December 2027	D5.1.1.1 Number of User Departments Trained	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	DPFPA, BURSAR, PMU
		D5.2 Improve service providers database	D5.2.1 Annually updated service providers database established by June 2027	D5.2.1.1 Databases established	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	DPFPA, BURSAR, PMU
		D5.3 To prepare Annual Procurement Plan	D5.3.1 Annual Procurement Plan prepared annually by July 2027	D5.3.1.1 Yearly approved annual procurement plan	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	DPFPA, BURSAR, PMU
		D5.4 Prepare Procurement Manual	D5.4.1 Procurement Manual developed by June 2024	D5.4.1.1 Approved Procurement Manual	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	DPFPA, BURSAR, PMU

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
		D5.5 Prepare Stores Manual	D5.5.1 Stores Manual prepared and approved by June 2024	D5.5.1.1 Approved Stores Manual	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	DPFPA, BURSAR, PMU
		D5.6 Timely procurement of goods and services	D5.2.1 Timely acquisition of learning/ teaching goods and services done on quarterly basis	D5.6.1.1PMU services users satisfaction report E6.2.1.2The length of the queue of requested facilities	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	DPFPA, BURSAR

e) KRA E: INVESTMENT IN INFRASTRUCTURE AND TECHNOLOGY DEVELOPMENT

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
E. Investment in infrastructure and Technology Development	E1 Improving infrastructure facilities and services	E1.1. Construction of buildings and service infrastructures	E1.1.1 Construction of 8 classrooms by June 2028	E1.1.1 .1 Availability of classes	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-FPA, PMU
			E1.1.2. Construction of 1 Lecture Theatre (Podium) and administration block by June 2028	E2.1.1% of completed construction work	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-FPA, PMU

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
			E1.1.3 Construction of students hostel to accommodate 600 people completed by June 2028	E3.1.1 Number of students accommodated	▪ Financial Resources	PRINCIPAL, DP-FPA, PMU
			E1.1.4 Construction of 4 staff Houses by June 2028	Number of staff Houses constructed	▪ Financial Resources	PRINCIPAL, DP-FPA, PMU, HRO
			E1.1.4 Construction of new sports and games facilities (one football ground, one basketball court, one netball court, one volleyball court) by August 2028	E2.1.1 Number of sports stadia and courts	▪ Financial Resources	PRINCIPAL, DP-FPA
			E1.1.5 Construction of 3 Skills Lab by June 2028	E5.1.1 Number of skills Lab constructed	▪ Financial Resources	PRINCIPAL, DP-AC, DP-FPA
			E1.1.6 Construction of 1 Conference Room by June 2028	E6.1.1 Conference Room constructed	▪ Financial Resources	PRINCIPAL
			E1.1.7 Construction of 6 Office Rooms by June 2028	E6.1.1 Number of Office Room constructed	▪ Financial Resources	PRINCIPAL, DP-FPA

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
			Construction of the Fence around the college by June 2028	Fence constructed	▪ Financial Resources	PRINCIPAL, DP-FPA
			Construction of pavements and walkways by September 2028	Pavement constructed	▪ Financial Resources	PRINCIPAL, DP-FPA
			Construction of tarmac road by September 2028	Tarmac road constructed	▪ Financial Resources	PRINCIPAL, DP-FPA
		E1.2. Purchase of Furniture and Fittings	E1.1 Furniture and Fittings purchased by June 2028	E1.1.1 Number of Furniture and Fittings purchased	▪ Financial Resources	PRINCIPAL, DP-FPA, PMU
		E1.3 Rehabilitate and undertake regular and periodic maintenance of infrastructures	E1.3.1 Regular and Periodic maintenance of infrastructure rehabilitated by June 2028	E1.3.1.1 Rehabilitated infrastructures	▪ Financial Resources	PRINCIPAL, DP-FPA, BURSAR
		E1.4 Deploy Planned, Preventive Maintenance (PPM).	E1.4.1 Develop infrastructure maintenance policy, plans and guidelines by June 2027	E1.4.1.1 Approved policy, plans and guidelines	▪ Financial Resources	PRINCIPAL, DP-FPA, BURSAR

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
	E2.2 Availability of Office equipments		E2.2.1 Purchase of 1 heavy-duty photocopy machine by June 2026	E2.2.1.1 Office equipments purchased by	<ul style="list-style-type: none"> ▪ Financial Resources ▪ Human Resources 	PRINCIPAL, DP-AC, DP-FPA, BURSAR
			E2.2.2 Purchase of 20 desktops and 5 laptops by June 2028	E2.2.2.1 Desktop and Laptop purchased	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-FPA, BURSAR
			E2.2.3 Purchase of 8 LCD Projectors by June 2028	E2.2.3.1 LCD Projectors purchased	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-FPA, BURSAR
			E2.2.4 Establish COHAS server and independent network provider by June 2028			
			E2.2.5 Purchase of 8 multipurpose whiteboard/chalk boards by June 2028	E2.2.5.1 Multipurpose whiteboard/chalk boards purchased	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-FPA, BURSAR
	E2.3 Formulation of ICT policy and guidelines	E2.3.1 ICT policy and guidelines approved by June 2026	E2.3.1.1 Approved ICT policy and guidelines	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-FPA	
E2.4 Improve the security of physical and information assets	E2.4.1 70% of key buildings (administration, labs, library) installed with CCTV systems by 2028	E2.4.1.1 Percent of key buildings with CCTV systems installed	<ul style="list-style-type: none"> ▪ Financial Resources ▪ Human Resource 	PRINCIPAL, DP-AC, DP-FPA, ICT		

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
		E2.5 Modernize ICT infrastructure	E2.5.1 All working buildings installed with functioning LAN or wireless connectivity in all offices and library by September 2028	E2.5.1.1 Number of buildings with installed LAN infrastructure	▪ Financial Resources	PRINCIPAL, DP-AC, DP-FPA
			E2.5.2 Increase Internet bandwidth from 2 Mbps to 5 Mbps by September 2028	E2.5.2.1 Percentage increase in internet bandwidth	▪ Financial Resources	PRINCIPAL, DP-AC, DP-FPA
	E3. To improve transportation to students during academic activities	E3.1 Improving students transportation	E3.1.1 Procure one small School bus by September 2028	E3.1.1.1 School Bus procured	▪ Financial Resources	PRINCIPAL, DP-AC, DP-FPA

f) KRA F: GENDER MAINSTREAMED AND ENVIRONMENTAL MANAGEMENT

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
F. Gender Mainstreamed and Environmental Management	F1. Mainstream gender issues in all Ndanda COHAS operations	F1.1 Strengthen institutional gender coordination capacity	F1.1.1 Gender Unit strengthened effective July 2021	F1.1.1.1 Gender Unit	▪ Financial Resources	PRINCIPAL, DP-AC, DP-FPA

Ndanda COHAS – Strategic Plan

KEY RESULT AREA (KRA)	OBJECTIVE	STRATEGIES	TARGETS	PERFORMANCE INDICATORS	RESOURCES	RESPONSIBLE OFFICER
		F1.2 Enhance gender mainstreaming processes in all programmes and activities	F1.2.1 Gender issues mainstreamed in all programmes and activities effective July 2021	F1.2.1.1 Number of gender mainstreamed programmes	<ul style="list-style-type: none"> ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-FPA
	F2.To mainstream environmental issues	F2.1. Mainstream environmental issues in College operation	F2.1.1: Ndanda COHAS Environmental Conservations Policy developed by December 2024	F2.1.1.1 Environmental Conservations Policy developed	<ul style="list-style-type: none"> ▪ Human Resources ▪ Financial Resources 	PRINCIPAL, DP-AC, DP-AFP

CHAPTER FOUR

IMPLEMENTATION, MONITORING AND EVALUATION SYSTEM

4.1 Introduction

This chapter describes the process of the implementation of the Ndanda COHAS strategic plan for the next five years. It sets out the instruction, framework and process of the implementation of each of the strategic objectives, setting milestones to be achieved at a specified period of time through monitoring and evaluation so that corrective measures are taken timely. Such measures may include redefining the objectives, strategies, targets and even resources depending on the circumstances including possible risks encountered and mitigations ought to be taken in the process.

4.2 Implementation

The 3rd Strategic Plan will be implemented through participatory approaches after the approval by the Board of Trustees or Governing Board. After the approval of the SP, the ultimate responsibility of the implementation of the Strategic Plan lies with the Principal supported by the Deputy Principals. For a start, the Strategic Plan will be dropped down the management hierarchy to the levels of general staff. The objectives are; firstly, to share the common purpose of the College as articulated in the Strategic Plan as a means of soliciting support and commitment during the implementation process. Secondly, is to jointly develop annual plans and budgets for the implementation of Year 1 of the Strategic Plan; and thirdly is to develop performance agreements between supervisors and supervisees for accountability through open performance review and appraisal system (OPRAS). In order to kick start the process, a specific all staff meeting will be held to signal the rolling out process of the Ndanda COHAS Strategic Plan.

4.3 Monitoring

The monitoring process for the Ndanda COHAS Strategic Plan will entail the preparation of detailed annual operational plan and budgets showing targets and reporting the extent to which the operational plan has been accomplished using a template to be developed. At the end of each financial year, Ndanda COHAS in collaboration with key stakeholders will undertake annual reviews of the Strategic Plan in order to keep themselves abreast with the progress and overall performance. These participatory annual reviews will provide the basis for the formulation of the next annual work plans and budgets. Monitoring is a day to day continuous process of collecting data, analysis, making decisions and taking action whenever it is necessary. Monitoring of the SP is essential way of getting feedback on how well a specific objective, strategy and target are likely to be achieved in a specified period of time and resources available. Monitoring and feedback obtained provide valuable data and information to key stakeholders on how well the SP is likely to tangent the vision, mission and core values of the Ndanda COHAS.

4.4 Evaluation

The aim of evaluation is to determine the relevance and fulfilment of the objectives, development efficiency, effectiveness, impact and sustainability. Evaluation will provide evidence as to why targets and outcomes have or have not been achieved. If we cannot know the extent to which we have realized the intent of a strategic plan, it is not worth having a strategic plan at all. As we may have observed from the section on monitoring of SP, indeed it is safe to say that monitoring is also a kind of evaluation because it helps us to know how well the SP is towed towards achieving the ultimate goals or aims. That is the impact and outcome of the SP to the wider community of stakeholders which justifies the existence of the College. Therefore, the purpose of evaluation is to determine the extent to which the objectives as describe in the SP were achieved in terms of output-impact-outcome framework.

Table 3: Evaluation Schedules for the 3rd Strategic Plan

Time for Review	Type of Review and Report
Year 1 (2023/24) – June 2024	Annual progress review meeting and report
Year 2 (2024/25) – June 2025	Annual progress review meeting and report
Year 3(2025/26) – June 2026	Annual progress review meeting and report
Year 4(2026/27) – June 2027	Annual progress review meeting and report
Year 5(2027/28) – June 2028	End of the Plan evaluation and final report

4.5 Reporting and documentation

Reporting and documentation are important aspects of participatory monitoring and evaluation and the overall knowledge management. A regular reporting system shall be designed and instituted to provide information to those involved in the analysis and evaluation of the data and to other key stakeholders.

4.6 Assumptions

The major assumptions and risks in the implementation of the Ndanda COHAS Strategic Plan are presented hereunder. These aspects will need close monitoring and timely response by Ndanda COHAS management where possible and as appropriate:

- (i) Availability of adequate human, financial and infrastructural resources to implement the planned activities.
- (ii) Stakeholders continue to support and respond effectively to the needs of 3rd Strategic Plan during the implementation. This includes availing accurate information as per the implementation plan.
- (iii) Retention of competent and motivated staff for smooth implementation.

- (iv) Existence of an effective monitoring and evaluation system, which is accompanied by systematic and efficient information sharing mechanisms.
- (v) Prevalence of peace and calmness at the college.



Table 4: Budget Estimates for the Implementation of the 3rd Strategic Plan

STRATEGIC OBJECTIVE CODE	YEAR					TOTAL (Shillings)
	2023/2024 (Shillings)	2024/2025 (Shillings)	2025/2026 (Shillings)	2026/2027 (Shillings)	2027/2028 (Shillings)	
	'000	'000	'000	'000	'000	
A1.	41,150	51,450	51,306	109,726	102,947	134,089
A2.	4,300	4,300	9,700	4,700	9,700	28,400
B1.	445,213	565,673	652,126	726,938	810,277	2,755,014
B2.	2,550	2,550	1,850	0	1,750	6,150
B3.	580	580	850	600	900	2,930
C1.	2,300	2,300	2,700	500	1,600	7,100
C2.	5,400	5,400	7,800	7,500	7,500	28,200
D1.	850	850	900	900	900	3,550
D2.	3,800	3,800	1,000	1,000	2,000	7,800
D3.	0	0	0	20,000	10,000	30,000
D4.	26,120	26,120	6,400	6,400	6,400	45,320
D5.	1,200	1,200	1,000	1,000	1,000	4,200
D6.	3,880	3,880	4,580	3,880	3,880	2,500
E1.	49,500	49,500	49,500	49,500	59,500	32,000
F1.	300,000	600,000	600,000	600,000	600,000	700,000
F2.	300	300	200	500	300	100
TOTAL	609,409	718,503	785,204	856,450	989,608	2,786

REFERENCES

KCMUCo (2016) Strategic Plan Document 2016/2025. Moshi

Mzumbe University (2012). Third Corporate Strategic Plan (2012/13 – 2016/17), Mzumbe University, Mzumbe, Morogoro.

Ndanda School of Nursing (2018), Strategic Plan (2018/2019-2022/2023), Ndanda, Mtwara.

Sokoine University of Agriculture (2016) A Five Year Corporate Strategic Plan 2016-2021. Sokoine University of Agriculture, Morogoro.

URT (2017). Ministry of Education, Science and Technology Corporate Strategic Plan 2016/17 -2020/21, Dar es Salaam.

URT (2010) Higher Education Development Programme, Ministry of Education and Vocational Training, Dar es Salaam.

ANNEX 1

Ndanda COHAS Organogram

