NASAWA TECHNICAL COLLEGE

STRATEGIC PLAN



2021-2025

Nasawa Technical College

Strategic Plan

2021-2025

The Principal

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FOREWORD

Human Resource is the most critical element in the socio-economic development process. Without the human element, all other resources cannot be of any tangible use. However, human resource can only be effective in harnessing the deployment of other resources if it is provided with the necessary techniques and skills to do so.

Technical entrepreneurial and vocational Education and Training (TEVET) is a key human capital development instrument and an important prerequisite for socio-economic development and industrial growth. Therefore, it is a challenge to

Nasawa Technical College to facilitate skills development which provides economic empowerment for different groups of people including women, the youth and persons with disabilities. Nasawa Technical College believes that skilled population will help Malawi be on the pathway to achieving accelerated economic growth.

Nasawa Technical College is as well concerned of the national statistics office report which indicate that only 16% of children are in transition from primary to secondary school, and of those, only 8% move on to tertiary education. According to national statistics office report of 2017, Malawi

population is estimated at 17.2 million and more than 40% of the youth are unemployed. This is an untapped human capital for economic growth. The youth who complete their secondary education and do not proceed to higher education remain unemployed due to lack of necessary skills for the job market as well as limited overall job prospects. This situation is a challenge to Nasawa Technical College as it requires redressing its approach and programs in order to respond to national problem to harness the idle labour force for development.

I am delighted to present the 2021-2025 Strategic Plan for Nasawa Technical

College. This plan outlines college's vision, mission, core values and strategic goals which will guide implementation of various programmes and activities from January 2021 until December 2025. This Strategic Plan provides Nasawa Technical College a roadmap for the next five years (2021-2025). Efforts have been made to build the college's strategies from various experiences existing through an evaluation of its performance over the last five decades.

Nasawa Technical College operates under the Directorate of Technical, Vocational Education and Training (DTVT) in the Ministry of Labour. It is mandated to play a leading role in

moulding a high quality and productive workforce for the nation and across the world.

The development of this strategic plan is in line with Malawi TEVET policy (2013) which notes that the economy of Malawi will benefit by the existence of aconducive environment promoted by a responsive and sound TEVET system. This requires a responsive TEVET system that is able to meet current and future skills demand of all sectors. It is for this reason that Nasawa Technical College got encouraged to develop this strategic plan to be effective in its planning and programs implementation in the next five years. Nasawa Technical

College strives to continue delivering quality TEVET initiatives to meet the needs of various stake holders.

The aim of this strategic plan is to achieve total commitment to placing Nasawa Technical College programmes at the centre of socio-economic development activities in support of provisions of the Malawi Growth and Development Strategy III (MGDS III) and TEVET Policy in Malawi, as well as the Sustainable Development Goals (SDGs) and to achieve commitment to an ongoing national TEVET development process to serve the interests of all stakeholders including Government, Trainers, Students and Industry, Alumni,

and Local community in general so that training programmes provided at the college are relevant and responsive to the needs of the society.

The process of developing this strategic plan involved consultations with key stakeholders. The involvement of different stakeholders makes this plan valuable as it reflects the needs and aspirations of Nasawa Technical College for a developed Malawi.

The goals of this strategic plan are as follows;

1. Increase access and equity to training programs.
2. Improve Quality and Relevance of training programmes.

3. Improve college management system.
4. Improve College funding and Finance.
5. Improve College security
6. Improved transport for the college.

These will be implemented in accordance with college commitment to core values.

Nasawa Technical College is grateful to the College Development Committee (CDC) as well as Management Committee for the commitment towards development of this strategic plan. The College also takes this opportunity to thank all stakeholders for providing insights during the thoughtful process of

consultation and development of the Strategic Plan.

Yusuf Josaya

Principal

Nasawa Technical College

ACKNOWLEDGEMENTS

This Strategic Plan has been realised as a result of concerted efforts and rich contributions from stakeholders for Nasawa Technical College.

The strategic plan coordinator on behalf of the College Development Committee would like to sincerely thank all stakeholders including members of staff and students of Nasawa Technical College for support and contributions during the development process of this plan.

The coordinator would like also to acknowledge the support rendered by Management Committee.

The coordinator therefore requests all stakeholders to be vigilant enough as we embark on this five-year journey to achieve our goals. It is our expectation that this Strategic Plan will enhance Nasawa Technical College to contribute

in developing a skilled and productive workforce that will be competitive on the labour market.

Diverson Mtalika

(Strategic Planning Coordinator)

ABBREVIATIONS AND ACRONYMS

AAS	Assistant Administrative Studies
AMM	Automobile Mechanics
BM	Business Management
BRL	Bricklaying

CD Community Development

CDC College Development Committee

CRJ Carpentry and Joinery

CMIS College Management Information Systems

DANIDA Danish International Development Agency

DTVT Department of Technical and Vocational Training

FBW Fabrication and Welding

GFT General Fitting

HIV Human Immune Virus

HOD Head of Department

HRM Human Resources Management

ICT Information and Communication Technology

IGAs Income generating Activities

KPI Key Performance Indicators

M&E Monitoring and Evaluation

MCM Motorcycle Mechanics

MGDS Malawi Growth and Development strategy

MoL Ministry of Labour

MVM Motor Vehicle Mechanics

MYP Malawi Young Pioneer

NATECO Nasawa technical College

SADC Southern Africa Development Community

SDGs Sustainable Development Goals

SWOT	Strength, Weakness, Opportunities and Threats
TEVET	Technical, Entrepreneurial, Vocational Education and training
TEVETA	Technical, Entrepreneurial, Vocational Education and Training Authority

CONTENTS

FOREWORD ii
ACKNOWLEDGEMENTS x
ABBREVIATIONS AND ACRONYMS xii
CHAPTER 1: INTRODUCTION 1
1.1 Background 1
1.2 Strategic plan development process 3

1.3 College functions 6
1.4 College governance structure 7
1.5 Significance of the strategic plan to college development 8
1.6 Guiding policies 11
1.7 Vision 14
1.8 Mission 14
1.9 Core Values 14
1.10 Motto 15
CHAPTER 2: SITUATIONAL ANALYSIS 15
2.1 SWOT Analysis 15
2.1.1 Internal Analysis 16
2.1.2 External Analysis 21
CHAPTER 3: STRATEGIC GOALS 24
3.1 Goal 1: Increased access and equity to training programs 25
3.1.1 Goal 1 strategies/objectives 26
3.2 Goal 2: Improved Quality and Relevance of training programmes 27
3.2.1 Goal 2 Strategies/objectives 28
3.3 Goal 3: Improved college management system 29
3.3.1 Goal 3 Strategies/Objectives 30

3.4 Goal 4: Improved College funding and Finance 31
3.5 Goal 5: Improve College security 33
3.6 Goal 6: Improve mode of transport 34
CHAPTER 4: IMPLEMENTATION, MONITORING AND EVALUATIONS STRATEGY 35
4.1 Implementation plan arrangements 35
4.2 Management 37
4.3 Members of Staff 38
4.4 Income generation Resources 38
4.5 Improvements in stakeholder relationship 39
4.6 Risk Management of Strategy Implementation 40
4.7 Monitoring and Evaluation 41
CHAPTER 5: IMPLEMENTATION PLAN AND PERFORMANCE INDICATORS 45
5.1 Monitoring and Evaluation Plan 45
5.1.1 Strategic Goal 1: Increased Access and Equity to Training Programs 45
5.1.2 Strategic Goal 2: Improved Quality and Relevance of Training Programmes 53
5.1.3 Strategic Goal 3: Improved College Management System 57

5.1.4 Strategic Goal 4: Improved College Funding and Finance 65

5.1.5 Goal 5: Improve Security 69

5.1.6 Strategic Goal 6: Improve College Transportation 73

Appendix: College Development Committee Members 75

CHAPTER 1: INTRODUCTION

1.1 Background

Nasawa Technical College (NATECO) was established in 1969 with aid from the Danish Government through the Danish International Development Agency (DANIDA) hence the old name "Denmark-Malawi Technical Training Centre". The centre started by offering Metalwork and Bricklaying courses. These were two year full-time courses and its trainees were selected from Malawi Young Pioneer graduates.

In 1970, the four-year apprenticeship training programme in Motor Vehicle Mechanics was introduced. On 22nd March 1970, the centre was officially

opened by the First President of the Republic of Malawi – Dr. H. Kamuzu Banda. In 1972, General Fitting and Auto-Electrics courses were introduced as four-year apprenticeship courses.

One year later, in 1973, the Danish Government handed over the institution to the Malawi Government and the former State President of the Republic of Malawi, Dr. Bakili Muluzi became the first Malawian Principal of the college. The name of the college changed to Nasawa Technical Training Centre in 1974, and 1977, Secretarial and Carpentry & Joinery courses were introduced respectively, making a total of six courses. In April 2002, Bookkeeping

and Accounts was added, and 2011, Motor Cycle Mechanics was introduced and in 2012 Fabrication and Welding was introduced, in 2015 and 2017 Business Management, Information Communication Technology ICT) and Human Resources Management were introduced making current total courses of twelve (12).

1.2 Strategic plan development process

This is the first ever strategic plan for Nasawa technical college. This Strategic Plan provides Nasawa technical college and its partners, a roadmap for the next five years (2021-2025). Efforts have been made to build the college's strategies

from various experiences existing through an evaluation of its performance over the last five decades.

The Strategic Plan has been developed through a consultative and participatory approach. An in-depth desk review of relevant documents, alongside diagnostic workshops and interviews with key stakeholders were undertaken. The stakeholders consulted included; Ministry officials, TEVETA officials, Institutional management, Instructors, Support staff and Students of Nasawa Technical College, college alumni, village heads and local leaders and education institutions around Nasawa technical college.

Through desk review and key informant interviews, careful attention was given to align this Strategic Plan with Government of Malawi's TEVET policies aimed at improving national productivity.

In addition, Strengths, Weaknesses, Opportunities, Threats (SWOT) analyses were used to audit the college's internal and external environments. This method was used systematically in order to identify strategic needs, problems, challenges, opportunities, threats, strengths and weaknesses that informed the crafting of this Strategic Plan's pillars, objectives and strategies to be addressed in the next five years.

1.3 College functions

Nasawa Technical College through the Department of Technical and Vocational Training (DTVT) under the Ministry of Labour (MoL) is mandated to do the following;

- Produce highly skilled and professional graduates for the industry and self-employment
- Mould wholesome individuals
- Enhance linkage and collaboration with industry and other institutions
- Enhance policies that comply with TEVET regulations

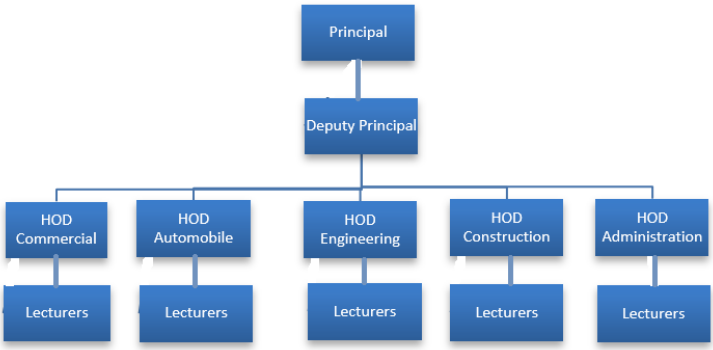
1.4 College governance structure

Nasawa Technical College is responsible to Malawi Government through the Ministry responsible for TEVET. It is governed by the College Board of governors, Principal, Deputy Principal, Heads of Departments and Bursar

The college has four academic departments namely

1. Commercial,
2. Automobile,
3. Construction and
4. Engineering.

College organisational structure



1.5 Significance of the strategic plan to college development

It is significant to formulate this strategic plan to achieve commitment in the following areas:

1) Increasing access and improving quality of TEVET programmes by expanding the capacity of the college.

2) Offering high quality training programmes that should be demand driven to both the private and public sectors of our country

3) Ensuring that the "Entrepreneurial" element within college programs becomes a core business function.

4) Developing alternative sources of funding through internal income generating activities (IGAs) to supplement income from the Government and other stakeholders

5) Placing NATECO programmes at the centre of socio-economic development activities in support of

provisions of the Malawi Growth and Development Strategy III (MGDS III) and TEVET Policy in Malawi, as well as the Sustainable Development Goals (SDGs);

6) An ongoing national TEVET development process to serve the interests of all stakeholders including Government, trainers, Students and industry, alumni, and local authority in general so that training programmes provided at Nasawa technical college are relevant and responsive to the needs of the society;

7) Improved management and use of modern information and

communications technologies (ICTs) to optimise resource utilisation and accountability so that market opportunities are fully capitalised upon

1.6 Guiding policies

The development of TEVET in Malawi is implemented within the framework of the Malawi Growth and Development Strategy III (MGDS III). The MGDS III espouses education and skills development as one of the key priority areas.

Development of this Strategic Plan has been guided by this national development agenda and sectoral policies informing the TEVET Sector in

Malawi and the region. These include: revised TEVET Policy (2013); National Education Sector Policy; TEVETA strategic plan 2018-2023; Southern African Development Community (SADC) Protocol on Education; African Union TEVET Policy; and the Sustainable Development Goals (SDGs), Malawi TEVET act of 1999, among others.

This approach ensures that the strategic pillars, goals, objectives and strategies of the Plan contribute to the attainment of these superordinate goals. The plan also seeks to position Nasawa technical college as a force for national socio-economic development through provision of quality, demand driven TEVET

programmes. Nasawa technical college is aware that it should play a role in developing the competent human resources which are critically needed to create synergies and share responsibilities for effective implementation of economic development programmes and strategies in Malawi.

Nasawa technical college, through this Strategic Plan will contribute to the attainment of the national strategy through provision and promotion of skilled, productive and competent workforce that will produce quality goods and services for both local and international markets.

1.7 Vision

To offer the best Technical, Vocational and Entrepreneurial training in Malawi which is inclusive and demand driven.

1.8 Mission

To provide and develop students with relevant Technical and Entrepreneurial skills.

1.9 Core Values

- Transparency and accountability
- Demand driven
- Respect
- Professionalism
- Honesty

- Safety and health
- Innovative
- Flexibility

1.10 Motto

Home of skills and professional development

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 SWOT Analysis

Based on the situation analysis during development of this strategic plan, the following is a summary of the college's consolidated analysis of Strengths (S) and Weaknesses (W) as well as Opportunities (O) and Threats (T)

popularly referred to as the SWOT Analysis.

2.1.1 Internal Analysis

STRENGTHS	**WEAKNESSES**
○ Experienced members of staff in various areas of specialisation ○ Hard working and committed	○ Inadequate teaching staff ○ High dependence on government funding ○ Low qualifications of some

members of staff (Teaching and support staff) o Offer demand driven programmes o High pass rate in various examinations o Availability of classic	members of staff o Ineffective production unit for additional income generation o Lean and rigid management structure o Poor industrial relations with stakeholders

infrastructure designed for inclusive education o Growing number of programmes o Sound leadership o Well behaved staff and students	o Inadequate transportation o Limited bed space o Do not conduct research and development o Over reliance on government support in development of human

	resources capital o Lack of documented internal college policies o Using outdated teaching and training equipment in some programmes o Poor security system

2.1.2 External Analysis

OPPORTUNITIES	THREATS
○ High demand for TEVET programmes ○ One of the well-recognised national technical college in Malawi	○ Inadequate government funding ○ High cost of teaching and learning materials ○ Poor road infrastructure to the institution ○ Disease pandemics;

○ Political will towards TEVET ○ Donor support and willingness to support technical and vocational education ○ Access to information on training ○ Strategically located in	e.g. HIV/AIDS and COVID-19 ○ Brain drain ○ Theft of college properties ○ Unrevised government policies on job establishments for technical teachers ○ College's less autonomy in

rural areas to enhance conducive environment for training o Has big land for further infrastructure development o Availability of human resources development system in the country	decision making o Climate change and its effects

(Capacity Building) o Availability of modern Technology	

CHAPTER 3: STRATEGIC GOALS

Nasawa Technical College endeavours to achieve various goals for the years 2021 - 2025 according to the identified strategic goals presented in this section.

Each goal has specific implementable strategies that have been formulated to address specific objectives:

3.1 Goal 1: Increased access and equity to training programs

Nasawa Technical College realises that more than 50 000 youths graduate from various secondary schools every year with expectations to get enrolled into public or private universities. However, the country's universities enrol very few students leaving the majority unattended.

Therefore this goal seeks to accommodate more youths regardless of gender, economic status, physical ability as well as geographical location to have access to Nasawa technical college academic programmes.

3.1.1 Goal 1 strategies/objectives

- ✓ Introduce more demand driven training programmes
- ✓ Increase intake in all programmes
- ✓ Introduce tailor made courses
- ✓ Establish new mode of delivery such as;part-time, evening classes, weekend classes
- ✓ Conduct feasibility study on establishment of open and distant learning.
- ✓ To recruit and retain more female students in male dominated programmes

- ✓ To recruit and retain marginalised and disadvantaged groups
- ✓ Conduct career guidance and awareness campaigns
- ✓ Introduce college scholarships

3.2 Goal 2: Improved Quality and Relevance of training programmes

Nasawa technical college upholds to quality and standards in the provision of TEVET to the masses.

This strategic goal seeks to enhance a high level of teaching and learning in order to produce competent, highly skilled and relevant graduates.

This goal therefore, will focus on continued adherence and improvement by aligning college activities to overall TEVET quality standards.

3.2.1 Goal 2 Strategies/objectives

- ✓ Develop teaching and support staff capacity
- ✓ Enhance monitoring of training programmes
- ✓ Enhance evaluation of training programmes
- ✓ Procure adequate training materials
- ✓ Enhance research and development

3.3 Goal 3: Improved college management system

Technical colleges in Malawi are poorly managed due to several factors including lean structures.

In order to improve college management through this strategic plan, the college will set-up a semi-autonomous governance structure supported by efficient, responsive and flexible management systems which will consolidate integrity and professionalism among academic and administrative staff.

Nasawa technical college will establish strategic relationships and linkages

based on smart partnership with other stakeholders.

3.3.1 Goal 3 Strategies/Objectives

- ✓ Review organisational structure
- ✓ Disseminate college core values, vision and mission statement and code of conduct to all members of staff and students
- ✓ Develop college policy hand book
- ✓ Promote college-stakeholder relationship (Partnership)
- ✓ Develop change management strategies
- ✓ Strengthen college monitoring and evaluation tools and strategies

- ✓ Develop college management information system
- ✓ Strengthen financial management system
- ✓ Introduce employment contracts to temporary members of staff

3.4 Goal 4: Improved College funding and Finance

The college is failing to adequately finance its operations due to failure to generate enough resources. Therefore, the college shall make sure that it diversifies its source of funding through the following strategies:

- ✓ Revamp production unit

- ✓ Establish regular college fee reviewing system
- ✓ Establish entrepreneurship incubators/hubs
- ✓ Lobby for increased budgetary support
- ✓ Mobilise stakeholder and donor support
- ✓ Revise hiring rates on college properties and infrastructure
- ✓ Conduct fund raising activities
- ✓ Increase intake for continuing education program

3.5 Goal 5: Improve College security

The college strives to provide conducive environment for effective teaching and learning to take place. This can be enhanced through strengthening of security. This goal therefore seeks to put in place measures to protect college properties against theft and vandalism.

Strategy to improve security include the following:

- ✓ Recruit well experienced security personnel
- ✓ Construct a perimeter fence around the college
- ✓ Install security mechanisms in strategic positions around the

college i.e., alarms, CCTV cameras and flood lights

- ✓ Conduct regular on the job training for security personnel
- ✓ Promote safety in the workplace

3.6 Goal 6: Improve mode of transport

Nasawa technical college is located in rural areas which is 15 km from Zomba - Blantyre road. This brings about transportation problems in terms of accessing and sourcing of materials for day to day running of the college activities.

The college shall endeavour to resolve this challenge through the following strategies;

- ✓ Procure a utility vehicle- coaster minibus, pick up or small van
- ✓ Regular car service and maintenance
- ✓ Identify and prequalify qualified motor vehicle service providers

CHAPTER 4: IMPLEMENTATION, MONITORING AND EVALUATIONS STRATEGY

4.1 Implementation plan arrangements

This Strategic Plan can be successfully operationalised with respect to leadership and commitment from various stakeholders at different levels.

Implementation of this Strategic Plan will call for action from stakeholders in TEVET. These include Ministry of Labour, skills and innovation, Technical Entrepreneurial Vocational Education and Training Authority, the private and public sector, civil society organisations, development partners, the donor community and many others. Involvement of key stakeholders is critical to mobilising goodwill, financial and material support as well as human resources. Nasawa technical college will strive to address the gaps highlighted in this plan and mobilise the needed resources for proper implementation of the planned strategies.

4.2 Management

College management and development committees shall take lead in the implementation of this Strategic Plan. College Heads of departments and sections under the overall coordination of the college principal and development committee shall develop annual plans to inform implementation of the strategies. The work plan shall form basis for developing the college Annual Working Plans and Budgets. The college's strategic plan coordinator shall produce quarterly reports and conduct meetings to have an oversight over Management in implementing the Strategic Plan.

4.3 Members of Staff

The college shall strive to build the capacity of its members of staff as well as provide the right working environment as prerequisites for motivation and productivity. This will be achieved through provision of relevant training, quality working environment and staff recognition. Management and development committee will also ensure that both teaching and support staff are inducted on this Strategic Plan.

4.4 Income generation Resources

To implement this Strategic Plan, the college will require investing in resources. While there are other existing funding mechanisms such as ORT and college

fees, the college will vigorously mobilise resources from income generating activitiesas highlighted in this Strategic Plan.

4.5 Improvements in stakeholder relationship

Nasawa technical college wishes to strengthen its relationship with a number of stakeholders both in private and public sectors, civil society, donor community, development partners as well as other TEVET institutions and key stakeholders that will continue to support its cause through goodwill, financial, material and human resources. To reinforce this relationship, the college will build the necessary approach and put

emphasis on improving stakeholder support, networking and enhancing accountability of own actions and transparency in planning, implementation, monitoring and accounting for resources provided.

4.6 Risk Management of Strategy Implementation

Nasawa technical college recognises that risks and other unforeseeable occurrences may affect the successful implementation of the Strategic Plan. Therefore the college will ensure that it adopts a risk-based management approach to mitigate all risks that may arise during implementation of the strategic plan.

4.7 Monitoring and Evaluation

The implementation of this Strategic Plan will be followed through by monitoring and evaluation (M&E) of activities. The overarching goal of M&E in the implementation of this Strategic Plan is to provide relevant performance information for well informed decision making. An M&E framework based on the milestones presented in the implementation matrix of this document will provide feedback critical for tracking progress on implementation of this Strategic Plan, enabling Management to make fact-based and informed decisions.

The College Development Committee (CDC) lead by Strategic Plan Coordinator will monitor and evaluate this plan on a quarterly and annual basis, and report to college management.

Management committee of the college has the ultimate responsibility to ensure effective implementation of this Strategic Plan. The Principal will exercise individual oversight to monitor the performance of this Plan in accordance with the activities indicated in the implementation matrix.

Heads of departments will be required to submit monthly, quarterly and annual reports to the principal through the college development committee. The

development committee will analyse, summarise and consolidate the quarterly reports for submission to the principal.

The management committee, strategic plan coordinator and college development committee will have the following key responsibilities:

a) Developing a reporting template and M&E tool for the Strategic Plan.
b) Undertaking mid-term and end-term evaluation of the Strategic Plan.
c) Reporting progress.

The following tools will be used to implement this Strategic Plan.

a) Annual work plans will be derived from the implementation matrix in this Strategic Plan and the status of implementation of preceding year's targets.
b) Annual budgets will be based on annual work plans drawn from the implementation matrix.
c) The Performance Management System will be used to monitor performance to individual members of staff.

CHAPTER 5: IMPLEMENTATION PLAN AND PERFORMANCE INDICATORS

5.1 Monitoring and Evaluation Plan

5.1.1 Strategic Goal 1: Increased Access and Equity to Training Programs

Strategy/Objective	output	Performance indicator	baseline	Target	Means of verification	Responsibility	Assumptions Risks

To introduce more demand driven training programmes	more academic programmes introduced	number of courses introduced	12	20	reports and students return	head of academics	competition, availability of space, materials and

							resources
Increase intake in all programmes	triple number of students in all programmes	number of students increased	400	1200	reports, head counting and students returns	Management, PU committee, HODs	Availability of resources, overcrowding,

							technology
To recruit and retain more females, marginalised and disadvantaged groups	more female students, marginalised and disadvantaged	Number of females, vulnerable, marginalised and disadvantaged	15%	40%	head counting reports	head of academics	attractiveness , retention, competition, availa

	groups enrolled	accessing TEVET programmes					bility of space
Establish new mode of delivery such as; part time, evening classes, weekend	multiple mode of enrolment established	number of mode of enrolment	1	4	modes of enrolment	Head of academics	availability of learning resources

classes, open and distant learning/outreach							conducive environment
Conduct tailor made courses	tailor made courses introduced and trainings	number of courses and number of trainings conducted	3	15	Report	PU coordinator	demand, resources

	conducted						
Conduct career guidance and awareness campaigns	conduct awareness and career guidance in primary and seconda	number of awareness campaigns conducted	0	20	reports and activities conducted	head of academics	Funds, Transport, Resources

	ry schools						
Introduce college scholarships	award scholarships to deserving students	number of scholarships awarded	0	20	number of scholarships	head of academics	availability of Funds, Space, Resources

5.1.2 Strategic Goal 2: Improved Quality and Relevance of Training Programmes

Strategy	Output	Performance indicator	baseline	Target	Means of verification	Responsibility	Assumptions Risks
Develop teaching and support staff capacity, Enhance evaluatio	Training members of staff	number of staff trained	0	20	Report	Human resources manager, management committee	minimum qualifications availability of funds availability of HR personnel

n of training programmes, Enhance research and development							
Inspection of	quality delivery	number of	0	30	inspection and	head of academics	commitment and

training delivery (Monitoring and evaluation)	of training	inspections/supervisions conducted			supervision reports	head of departments	cooperation
Procure adequate training materials	training materials procured	Number procurement cycles	0	15	stock records, Procurement records	IPC chairperson	availability of funds

Conduct graduate tracer surveys	tracer studies conducted	number of studies conducted	0	5	survey reports	quality assurance chairperson	availability of funds expertise in conduction tracer studies
Enhance research and development	research unit established	Research unit established	0	1	research report	research officer	availability of funds

5.1.3 Strategic Goal 3: Improved College Management System

Strategy	output	Performance indicator	baseline	Target	Means of verification	Responsibility	Assumptions Risks
Review organisational structure	college organisation structure reviewed	reviewed organisational structure	0	1	organisational structure reviewed	Principal	availability of structure review policy n

							procedures
Disseminate college core values, vision and mission statement and	staff and student awareness of college core values, vision, mission	staff and students upholding to college core values, vision, mission	1	15	reports, improved discipline	Head of Academics	availability of resources cooperation and commitment

code of conduct to all members of staff and students	statement and code of conduct	statement and code of conduct					
Develop college policy	college policy handbook	college policy handbook	0	1	availability of college policy	college management	availability of funds and

hand book	produced and put to use	developed			handbook	chairperson	commitment
Promote college-stakeholder relationship	strengthen and improved stakeholder	number of stakeholders	0	15	memorandum of understanding	college management committee chairperson	willingness of stakeholders to partner

(Partnership)	relationship						
Develop change management strategies	improved management system	number of strategies implemented	4	10	reports meetings	deputy principal	resistance to change
Strengthen college		number of	0	5	reports and	college principal	commitment and

monitoring and evaluation tools and strategies		quality assurance reports produced			annual reports		lack of awareness
Develop college information	Database Management	Database Management	0	1		college IT specialist	availability of funds

management system	System, and College website created	system, College Website, created					
Strengthen financial management system	improved system	financial database created	0	1	reports	College principal	lack of expertise

Introduce employment contracts to temporary members of staff	staff members under PU to be on contract	contract system introduced	0	all staff on PU	contracts effected	PU committee chair person	sustainability

5.1.4 Strategic Goal 4: Improved College Funding and Finance

Strategy	output	Performance indicator	baseline	Target	Means of verification	Responsibility	Assumptions Risks
Strengthen Income Generating Activities (IGAs)	vibrant and effective (IGAs)	production unit activities	1	2	PU projects and reports	Production Unit Committee chairperson	availability of funds and resources

Establish regular college fees reviewing system	improved system	effective system established	0	2	reports	college management chairperson	supply and demand, cost of living
Lobby for increased budgetary support	increased funding	increased budget support	10%	20%	annual budgets	College Principal	Government budget review policy

Mobilise stakeholder and donor support	increased donor support		0	2	donations and MOU	College Principal	donor willingness
Conduct fund raising activities	improved college funding	`number of fund-raising activities conducted	0	5	activity reports	College management chairperson	Funds, patronage

Increase intake for continuing education program	increased number of students on parallel programme	increased number of students	200	1000	college registers and reports	parallel committee chairperson	availability of classroom space, demand

5.1.5 Goal 5: Improve Security

Strategy	output	Performance indicator	baseline	Target	Means of verification	Responsibility	Assumptions Risks
Recruit well experience security personnel	improved security system	number of security staff employed	12	20	recruitment reports	Bursar	availability of funds
Install security mechanis	improved	number of security alarms	0	15	installed securitygadgets	Bursar	Availability of funds

ms in strategic positions around the college i.e., alarms, CCTV cameras and flood lights	security system	and floodlights installed					

Conduct regular on the job training for security personnel	improved capacity among security guards	number of trainings conducted	0	5	reports	bursar	availability of funds
Promote safety in the workplace	conducive work environment	safe workingenvironment	0	1	policy handbook and safety	Principal	Funds availability

					precautions		
construct a perimeter fence around the college	improved college security	a perimeter fence constructed	0	1	fence constructed	IPC chairperson	Availability of funds

5.1.6 Strategic Goal 6: Improve College Transportation

Strategy	output	Performance indicator	baseline	Target	Means of verification	Responsibility	Assumptions Risks
procure utility vehicle-coaster minibus	improved mobility	a utility vehicle purchased	1	2	availability of vehicles	college management chairperson	availability of funds

identify qualified motor vehicle service provider	quality vehicle services	long lasting vehicles	0	1	vehicle life	IPC chairperson	availability of qualified motor vehicle dealers

Appendix: College Development Committee Members

Mr. S. Jirani - Acting Deputy Principal

Mr. A. Mzungu- HOD Commercial

Mr. C. Munthali- Acting HOD Construction

Mr. L. Mabvumbe- Acting HOD Automobile Mechanics

Mrs M. Nankoyo- Lecturer (Commercial)

Mr. C. Jana- Lecturer (Engineering)

Mr. D. Mtalika- Strategic Planning Coordinator