

2023-2028 Strategic Plan

St. Luke's College of Health Sciences



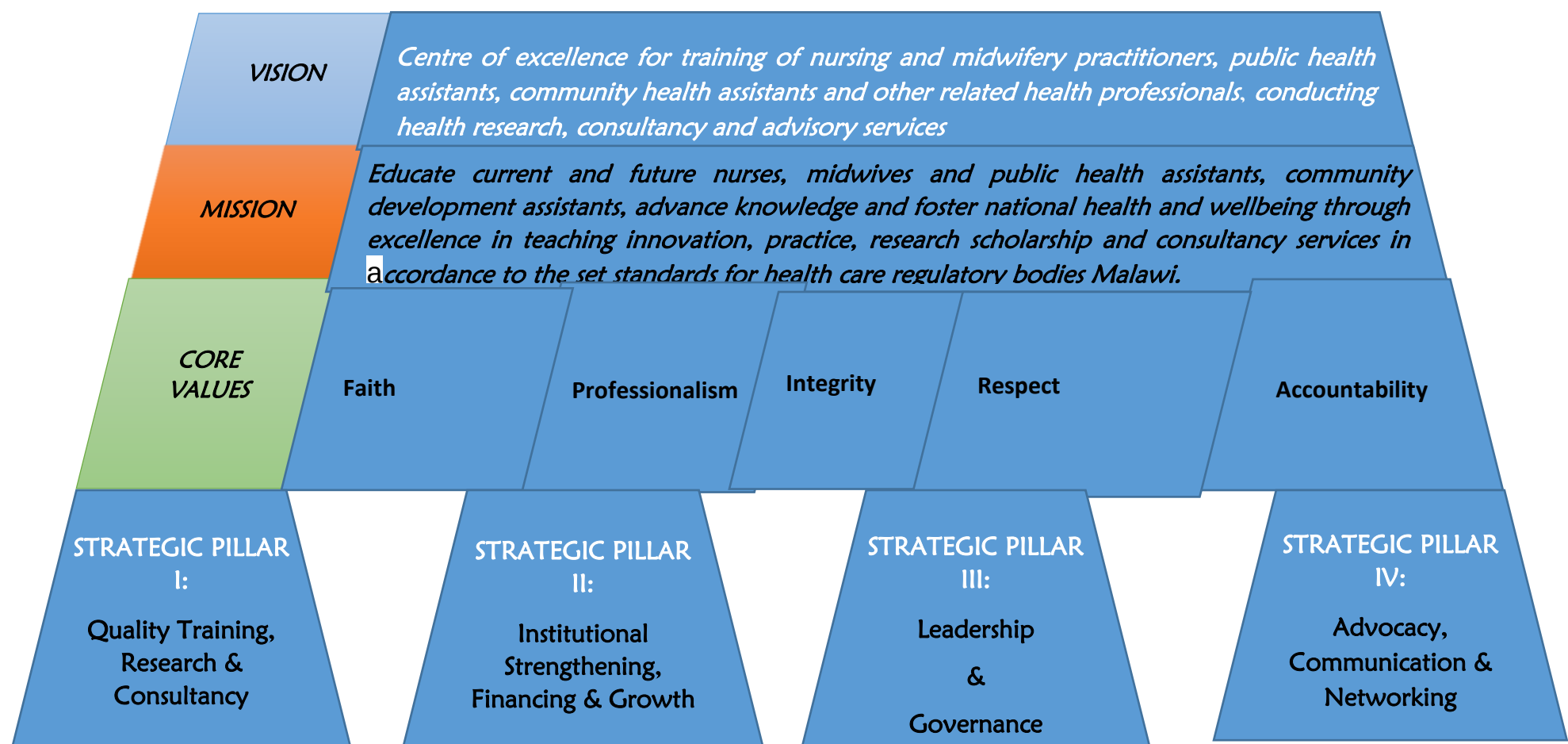
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STRATEGIC PLAN FRAMEWORK: OVERVIEW





MESSAGE FROM THE BOARD CHAIRPERSON

I welcome you all to the 2023-2028 Strategic Plan for St. Luke's College of Health Sciences. The Strategic Plan presents a 5-year trajectory for the College. As a successor plan to 2017-2022 Strategic Plan, the strategic framework puts a premium on building efforts realized from implementation of the predecessor Plan.

The 2023-2028 Strategic Plan prioritizes strengthening institutional capabilities of the College in order to strengthen quality delivery of training, research and consultancy services, so as to contribute the national health and wellbeing in line with Government development agenda. This aspiration can only be realized through excellence in teaching innovation, practice and research scholarship and consultancy services.

We are mindful that the existence of the College in part depends on financial growth and sustainability. The Strategic Plan has mooted strategies for addressing resource constraints. Further, Strategy must always dovetail emerging issues in the external environment. We have ensured strategy alignment to the Malawi 2063 Vision (MW2063) and its First 10-Year Implementation Plan (MIP-1) and related national policies and global trends in the health sector, while responding to changes in our operating environment.

We safeguard our concerted commitment to our mandate to train nurses, midwives and public health assistants. In this passage, we are not alone. We have since witnessed the concerted input to the strategy formulation process from our stakeholders at large. I thank you all.

On behalf of the Board, I express my gratitude to Management and Staff and Students of St. Luke's College on Nursing for their participation and invaluable input to the strategic planning process. Many thanks also go to the strategic local, policy and clinical partners which include Zomba DHO, CHAM and Chief Malemia. I also convey my deep felt gratitude to the Anglican Diocese of Upper Shire (ADUS), through the College Board, for assisting and ensuring that we define the roadmap for our College in the next five years. Finally, I thank our consultant, J.F.K Associates for facilitating a participatory and consultative process leading to this strategic framework.

PROF. ANGELA CHIMWAZA



MESSAGE FROM THE PRINCIPAL

The 2023-2028 Strategic Plan for a St Luke's College of Health Sciences promotes the College's vision, mission, core values, strategic outcomes and targets and key strategic activities based on a Results-based Framework. Through this Plan, the College considers monitoring, evaluation, accountability and learning (MEAL) as key to managing results. The Result-Based Framework has been adopted to ensure that our focus is on results not processes. We have supported this approach with an operational matrix that has results-based SMART metrics.

In line with our mandate as an institution created to train and educate nurses, midwives and other related professionals in the country, we seek to expend our portfolio to deliver evidence-based research, consultancy and advisory services for the health sector in Malawi. Therefore, our efforts in the next five years bear laser-focus interventions aimed at driving excellence in teaching innovation, practice and research scholarship and consultancy services. However, in order for us to live on this expectation, we endeavor through this Strategic Plan to strengthen institutional capabilities, financing and growth of the College. As such, our strategic roadmap seeks to address four key result areas as follows: 1) Quality Training, Research and Consultancy; 2) Institutional Strengthening, Financing and Growth; 3) Leadership and Governance; and finally 4) Advocacy, Communication and Networking.

The process to coming up with the strategic plan was participatory and consultative. We could not have come up with this document if it were not for the support of our stakeholders. To this we are thankful.

MAXWELL DEMISTER PANGANI



LIST OF OUR BOARD OF GOVERNORS

1. Proffessor Angela Chimwaza
2. Ven. Macdonald Njalammanu Banda
3. Mr Philemon Mlenga
4. Mr Felix Matemba
5. Dr Mary Makhumula Mtimuni
6. Dr Valentino Zimpita
7. Fr. Peter Kumwima
8. Captain Mathews Kachala Singano
9. Mr Christopher Zambira
10. Counsel Watson Chirwa

Board Chairperson
Vice Boar Chairperson
Member- CHAM Representative
Member- MoH Representative
Member
Member- NCHE Representative
Member – Clergy Representative
Member- Diocesan –Educ. Sec
Ex- officio- Diocesan Secretary
Member- Legal Advisor



ACRONYMS

ADUS	Anglican Diocese of Upper Shire
CHAM	Christian Association of Malawi
ICT	Information, Communication, Technology
MEAL	Monitoring, Evaluation, Accountability, Learning
MGDS	Malawi Growth Development Strategy
MW2063	Malawi 2063
M&E	Monitoring and Evaluation
MoH	Ministry of Health
M&E	Monitoring and Evaluation
MoH	Ministry of Health
NMCM	Nurses and Midwives Council of Malawi
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
SCOT	Strengths, Challenges, Opportunities, Threats
SDGS	Sustainable Development Goals
SMART	Specific, Measurable, Attainable, Realist, Time-bound



EXECUTIVE SUMMARY

This 5-year Strategic Plan lays out roadmap for St. Luke's College of Health Sciences for the period 2023-2028 following the expiry of the 2017-2022 Plan. In defining the future for the College, attention has been given to strengthen efforts realized from implementation of the predecessor Plan. The Strategic Plan aims to strengthening institutional capabilities of the College in all areas of operation that will enhance quality delivery of training, consultancy and research services, while ensuring financial sustainability on one hand and institutional learning and growth on the other. Complementing this strategic intent is the College's objective to manage emerging issues as well.

This strategy is aligned to the Malawi 2063 (MW2063) and the Malawi First 10-Year Implementation Plan (MIP-1) and related national policies and global trends. In addition, the Strategic Plan promotes, in a coherent fashion, the College's vision, mission, core values, strategic outcomes and targets and key strategic activities based on a Results-based Framework

The Strategic Plan was developed through a consultative and participatory approach. An in-depth desk review of relevant documents, alongside diagnostic workshops and interviews with key stakeholders was undertaken. The stakeholders consulted included the Anglican Diocese of Upper Shire (ADUS), Christian Association of Malawi (CHAM), and the Board, Management, Staff, Faculty and students of St. Luke's College of Health Sciences, among others. In addition, PESTEL/SCOT analysis was used to audit the College's internal and external environments. These methods were used systematically in order to identify strategic needs, problems, challenges, opportunities, threats, strengths and weaknesses that informed the crafting of the Strategic pillars, outcomes, activities and targets.

St. Luke's College of Health Sciences' Strategic Philosophy is guided by commitment to excellence in advancing knowledge and fostering national health and well-being through excellence based on four pillars of teaching innovation, practice, research scholarship and consultancy services. We believe that the four concepts are foundational to the healthcare metaparadigm: nursing, person, environment, and health drive our commitment to excellence. Leadership contributions transform the lives of students and build bridges to a healthier world.



The College affirms her strategic direction for the period 2023-2028 through the following four key Strategic Pillars:

- a) Quality Training, Research and Consultancy
- b) Institutional Strengthening, Financing and Growth
- c) Leadership and Governance
- d) Advocacy, Communication and Networking



SECTION ONE: INTRODUCTION

1.1 Preamble

St. Luke's College of Health Sciences Strategic Plan (2023-28) provides a 5-year roadmap for the College, succeeding the 2017-2022 Plan. In defining the future for the College, attention has been given to strengthen efforts realized from implementation of the predecessor Plan. The Strategic Plan aims to strengthening institutional capabilities of the College in all areas of operation that will enhance quality delivery of training, consultancy and research services, while ensuring financial sustainability on one hand and institutional learning and growth on the other. Complementing this strategic intent is the College's objective to manage emerging issues as well.

This strategy is aligned to the Malawi 2063 (MW2063) and the Malawi 2063 First 10-Year Implementation Plan (MIP-1) and related national policies and global trends. In addition, the Strategic Plan promotes, in a coherent fashion, the College's vision, mission, core values, strategic outcomes and targets and key strategic activities based on a Results-based Framework. Through this strategy blueprint, the College places a premium on monitoring, evaluation, accountability and learning (MEAL) supported with an operational matrix that has results-based SMART metrics (Annex I).

1.2 Our Mandate

St Luke's College of Health Sciences was established in 1972. It is an Anglican-owned institution under the Anglican Diocese of Upper Shire. On its inception, the College's mandate was to train nurses for the St. Luke's hospital and its five health centers. At first, the College used to train only enrolled nurses for two years who then completed an additional year for midwifery at Mulanje Mission College of Nursing and Midwifery. Currently, the enrolment number of students has increased progressively to over 600 as of 2016. The College is a semi-autonomous entity and it has played important roles in the development of the disciplines of nursing, midwifery and allied health programs in collaboration with its major stakeholders such as Christian Health Association of Malawi (CHAM), development partners, Ministry of Health, Nurses and Midwifery Council of



Malawi (NMCM), American Institute of Extended Studies (AIES) and Association of Business Managers and Administrators (ABMA).

St Luke's College of Health Sciences is operating under the auspices of the Anglican Diocese of Upper Shire (ADUS), CHAM and MoH, in training competent and skilled nurses and midwives working in the Health Sector. The college is now graduating nurse and midwife technicians who undergo an integrated Nursing/Midwifery program running for three years and are awarded a College Diploma: Community Midwife Assistants undergo eighteen months of training and graduate with a certificate in Midwifery. The College has increased its recruitment spectrum to students in Community Development and Public Health whom the college thinks will also be its strong market upon exploring their employability and registration.

The College's geographic location is also a consideration for this plan. The College is strategically situated close to St. Luke's Hospital which caters for a large number of patients serving as an important center of community health throughout the surrounding areas. The hospital comprises four departments with which the College collaborates with namely: In-patient, Out-patient, Dentistry and Pharmacy. The College is also in proximity to some government health facilities which include a central hospital, district hospital, community hospital and health centers which are adequately utilized.

1.3 Rationale

Aforesaid, dynamics in the operating environment, and related underlying learner and industry needs in nursing and midwifery training and education have changed overtime. It is well acknowledged that institutions that find best fit between strategy and the evolving business environment have a better chance of survival in today's turbulent terrain. Academia and training institutions alike are also expected to adapt accordingly. St. Luke's College of Nursing and Midwifery find seeks this alignment through this Strategic Plan.

Secondly, research has shown that transforming and scaling up nursing education emerges as one of the pivotal key decisions today to addressing challenges in the sector (with nursing education context, academic practice partnership, regulation, competent graduate and nursing workforce as key focus areas). Key strategies to addressing these areas require



candid curriculum reforms, regulation, transformative learning, provision of infrastructure and resources and capacity building. This Strategic Plan aims at strengthening the College's capabilities in the areas of curriculum reforms, human resources, and infrastructure and resource mobilization for transformative learning.

Thirdly, whereas the Sustainable Development Goals (SDGs) have remained in full force since the time period the 2017-2022 College Strategic Plan was developed, the national development agenda has since shifted from the MGDS II and III to the Malawi 2063 initiated by its First 10-year Implementation Plan. The College has therefore aligned its 2023 – 2028 strategy to this national vision towards transforming Malawi to be an inclusively wealthy and self-reliant industrialized upper middle income country.

Finally, fruition of the national vision requires a health population. Nursing and midwifery training and education is therefore paramount to contributing to this vision. Through this Strategic Plan, the College aligns its strategy to the MW2063 so as to contribute its efforts towards the national development agenda. The strategic outcomes presented in this Plan have therefore been aligned to the enablers of effective governance systems and institutions, private sector dynamism, infrastructure development and human capital development.

1.4 The Process

The Strategic Plan was developed through a consultative and participatory approach. An in-depth desk review of relevant documents, alongside diagnostic workshops and interviews with key stakeholders was undertaken. The stakeholders consulted included the Anglican Diocese of Upper Shire (ADUS), Christian Association of Malawi (CHAM), and the Board, Management, Staff, Faculty and students of St. Luke's College of Health Sciences, among others. In addition, PESTEL/SCOT analysis was used to audit the College's internal and external environments. These methods were used systematically in order to identify strategic needs, problems, challenges, opportunities, threats, strengths and weaknesses that informed the crafting of the Strategic pillars, outcomes, activities and targets.

1.5 Overview of the 2017-2022 Strategic Plan :Towards 2023-2028

In the last five years, the College implemented the 2017-22 Strategic Plan. The 2017 – 2022 Strategic Plan focused on strengthening the performance of the College. Foremost, it sought to position the College as one of the elite group of Nursing and Midwifery colleges



that shape our nation “vis-à-vis” SDGs and MGDs.

The 2017-2022 strategic plan's development was influenced by four premises as follows:

- a) The College's mission, strategic aims and strategies are aligned with and contribute to the goals and strategic directions of the ADUS, NMCM, the office of academic affairs and health sciences colleges.
- b) In order to maximize its full potential in research, education and community service, the St. Luke's College must build on – and contribute to – the strengths and resources of the entire St. Luke's Hospital, especially those of the community health care services.
- c) The strategic plan must help define the college's unique contributions not only to nursing and health care in Zomba District, but to the science and clinical practice of nursing nationally.
- d) The nature of professional nursing education, specific accreditation requirements, and the requirements for achieving high quality education for students at all levels of the curriculum influence.

Pursuant to these aspirations, the Plan set out to address the following goals:

- a) GOAL #1: Promote academic excellence in the college and profession of nursing and midwifery by increasing the diversity of staff and students.
- b) GOAL #2: Manage resources with fiscal responsibility and efficiency through a comprehensive process that is aligned to the strategic plan.
- c) GOAL #3: Generate high impact research and development portfolio.
- d) GOAL #4: Collaborate with stakeholders in order to better meet the needs of the nation across the entire values chain.
- e) GOAL # 5: Enhance the college infrastructure and other assets.

The 2023-2028 Strategic Plan draws on lessons learnt from the predecessor Strategic Plan. This Strategic Plan therefore aims at bringing incremental progress based on the successes and lessons made in the previous planning period while addressing challenges faced and embracing emerging trends. The College affirms her strategic direction for the period 2023-2028 through the following key Strategic Pillars:



- e) Quality Training, Research and Consultancy
- f) Institutional Strengthening, Financing and Growth
- g) Leadership and Governance
- h) Advocacy, Communication and Networking

1.6 Guiding Policies and Strategies

The socio-economic development programme of Malawi is implemented within the framework of the Malawi 2063 and its sequel, the Malawi First 10-year Implementation Plan (2021 to 2030), being an overarching medium-term strategy for the country in attaining this vision. The Malawi 2063 (MW/2063) present strategies to transform the country into an inclusively wealthy and self-reliant industrialized “upper-middle-income country” underlined with the goal of attaining universal health coverage with quality, equitable and affordable health care for all Malawians by the year 2063. As aforementioned, realization of this vision requires well-educated health personnel to service a health population towards this future. And through this Plan, the College positions itself as one of the key partners.

Development of this Strategic Plan has been guided by this national development agenda and sectoral policies informing the education and health sectors in Malawi and beyond. These include the National Health Policy (2017), Health Sector Strategic Plan II – 2017-2022, Human Resources for Health Strategic Plan- 2018-2022; Education Sector Policy (2008-2017); CHAM policies and Strategic Plan; Southern African Development Community (SADC) Protocol on Education, and the Sustainable Development Goals (SDGs), *inter alias*. The Strategic Plan has dove-tails these socio-economic development frameworks in the education and health sector to contribute to quality health nursing and midwifery education in Malawi.



SECTION TWO: SITUATION ANALYSIS , SCOT ANALYSIS,

The 2023-28 Strategic Plan development process has considered the context within which the College is operating in training healthcare professionals in Malawi. In particular, careful attention has been made to recognize the prevalent challenges the College is facing through a situation analysis. This demanded looking in the mirror to face reality about the College's strengths and challenges on the one hand, while addressing the opportunities and threats on the other (SCOT Analysis).

2.1 The Situation

Through their study aimed at developing a middle-range model to guide efforts in nursing education improvements in Malawi, Mbvumbwe and Mtshali (2018) notes that productive capacity of nursing and midwifery training institutions remains low and still needs more guidance. Notwithstanding, it is agreed that nurses and midwives constitute the majority and are a backbone of any country's health workforce system. Through qualitative inquiry, they established that transforming and scaling up of nursing education emerged as the main concept of the model with nursing education context, academic practice partnership, regulation, competent graduate and nursing workforce as sub concepts. Key main strategies in the model included curriculum reforms, regulation, transformative learning, provision of infrastructure and resources and capacity building.

In another study, they sought to describe the strategies being implemented in Malawi to improve nursing education. Specifically, the objectives of the study were to explore strategies being implemented, and identify stakeholders and their targets in order to share practices with countries experiencing similar nursing education challenges. Through a cross-sectional descriptive study, they found out that six themes as regards strategies being implemented to improve nursing education emerged as follows: capacity building, competency based curriculum, regulation, clinical learning environment, transformative teaching and infrastructure/resources (Bvumbwe and Mtshali, 2018).

Similarly, a situation analysis of St. Luke's College of nursing and Midwifery shows challenges in human capacity development, infrastructure, resources, curriculum reforms, academic practice partnership and clinical learning.



Further solutions are required to address institutional learning and growth, leadership and governance; advocacy, communication and networking.

2.2 Strengths, Challenges, Opportunities, Threats (SCOT)

In Table 1, we present the College's strengths, challenges, opportunities and threats (SCOT Analysis).

Table 1: Strengths, Challenges, Opportunities, Threats (SCOT Analysis)

Strengths	Challenges
• The College has committed, hardworking and skilled academic and corporate staff • The College has a good financial management system which beckons donor confidence • The College has vast land for expansion • Good relationship with proprietor of the College • The College has got its own premises with durable buildings • Availability of basic operational ICT facilities • Students' placements available for clinical practices • Good working relationship between students, academic, and corporate staff	• Inadequate financial resources for human, capital development and teaching equipment. • Inadequate sports and recreational facilities • Lack of coherent internal security function for College facilities • Lack of operational research and development department • Insufficient infrastructure for lecturers (houses and offices) and students (hostels) • Lack of safe water and storage facilities • Lack of in-house refresher courses • Insufficient transport • Insufficient library facilities



Opportunities	Threats
• The College enjoys staff salary support from the Government and other development partners, hence supporting its sustainability • Proactive mouthpieces for colleges on pertinent issues (NoNM, AMAMI, CHAM) • Continued demand for pre-service training programs in nursing and midwifery • Availability of land for growth in IGA activities and other developments • Inter-college linkages within and abroad • Conducive political environment towards the Church's participation in healthy development programs	• Global financial crisis leading to scarcity of donors • Staff turnover due to competitive incentives compared to other colleges • Uncertainty in the salary funding from the government and support for the staff establishment • Inadequate space for clinical placement • Lack of commitment of individuals during the implementation of goals and plans • High demands for supplies support from teaching hospitals • Misinterpretation of rights which would encourage students to claim superiority over their responsibilities; thus bringing conflicts • HIV/AIDS, Covid 19 and new other epidemics and pandemics continue to be a major threat to implementation of programs. • Potential land disputes with the local community • High competition for students as competitor colleges are sprouting up



SECTION THREE: OUR STAKEHOLDERS

The College recognizes the critical role our stakeholders play in the implementation of the Strategic Plan. In so doing, the College shall continue to step up its efforts to strengthen engagement and networking with all stakeholders to mobilize and leverage resources for synergies in implementing the Strategic Plan. Table 2 presents a list of the College's stakeholders and strategies of managing them.

Table 2: Stakeholder Analysis

No.	Stakeholder	Responsibility	Strategy for Sustainability
1	Malawi Government	a) Students sponsorship b) Provision of salaries for staff c) Staff development d) Development of Policy Documents e) Support on Administrative issues f) MoH Employ trained Nurses	a) Transparency and Accountability b) Up to date audited accounts c) Regular Consultations d) Adhere to the rules and regulation as stipulated in the Policies
2	CHAM (Development Partner)	a) Mobilizing financial and material resources b) Provision of Human resources Technical support c) Coordinates activities of training colleges d) Employment of Trained nurses in CHAM hospitals e) Quality Assurance	a) Regular collaboration b) Meet quality standards c) 360 Degrees Feedback
3	Development Partners	a) Sponsorships and Funding b) Technical support c) Infrastructure development	a) Regular collaboration b) Transparency and Accountability



		d) Quality Assurance	c) Share the common mission d) 360 Degrees Feedback
4	NMCM (Development Partner)	a) Technical support b) Quality Assurance c) Provision and regulation of Licenses	a) Regular Consultations b) Transparency and Accountability c) Share the common mission d) 360 Degrees Feedback
5	Community Leaders (Development Partner)	a) Moral Support b) Participatory and Physical Evidence c) Quality Assurance	a) Participatory Approach b) Transparency and Accountability c) Share the common mission d) 360 Degrees Feedback
6	Service Providers	a) Provision of Services	a) Collaboration b) Timely payments
7	ADUS (Proprietor)	a) Source and Supplement funding for capacity building and procurements of resources.	a) Regular collaboration b) Transparency and Accountability c) Share the common mission d) 360 Degrees Feedback
8	Community (Development Partner)	a) Provide arena for practicing community health nursing b) Provide moral support to the College c) Contribute to Support Staff	a) Participatory Approach b) Transparency and Accountability c) Share the common mission d) 360 Degrees Feedback
9	Peer Colleges (Competitor)	🍏 Promotion of professional expertise and networking	a) Clinical knowledge sharing b) Field Visits



			c) Consultations d) Benchmarking the Curriculum implementation e) Establish market Strategy
10	Students (Target group)	a) Comply to the teaching and learning policies b) Commit themselves to all training programs	a) Provide feedback Theoretical ,Clinical Practical Sessions b) M & E on own performance c) Properly supervised Assessment Procedure to meet the Quality Standards



SECTION FOUR: STRATEGIC PHILOSOPHY AND STATEMENTS

This Strategic Plan will be guided by the College's Vision and Mission statements and Core Values as follows:

4.1 Our Guiding Philosophy

Healthcare Philosophy

St. Luke's College of Health Sciences is a community of scholars and practitioners in a Christian collegiate where students, faculty, and staff are provided with room to develop their intellectual capacities in a setting that nurtures professional excellence in the disciplines of nursing and midwifery, public health, community health and other related health education, and promotes respect among all constituents of the College.

The Philosophy

We are committed to excellence in advancing knowledge and fostering national health and well-being through excellence based on four pillars of teaching innovation, practice, research scholarship and consultancy services. We believe that the four concepts are foundational to the healthcare metaparadigm: nursing, person, environment, and health drive our commitment to excellence. Leadership contributions transform the lives of students and build bridges to a healthier world.

Nursing: We believe that the profession of nursing, midwifery, and public and community health is a holistic healthcare discipline that is essential to the whole society.

Person: believes persons are holistic individuals, populations, and/or aggregates with commonalities and differences. We respect the dignity of all as we practice the art and science of nursing and midwifery, public and community health.

Environment: We believe environment is a dynamic multidimensional phenomenon that influences health and exists internally and externally in the person. Nursing and midwifery, and public and community health seek to support the health of individuals, families, communities, and populations within local, regional, and global contexts.



Health: We believe that through leadership, teaching innovation, practice, research scholarship and consultancy services, we promote and restore health, facilitate healing, improve the ability to cope with illness, reduce suffering, and support persons during the life cycle. We recognize the World Health Organization (WHO) definition of health as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. We acknowledge factors specific to Malawi which influence health and are manifested in disparities related to rural, urban, and underserved populations; the increasing diversity of our populations; the high morbidity and mortality rates for many conditions; and access concerns for primary, secondary, and tertiary health care in the country.

4.2 Our Vision

Centre of excellence for training of nursing and midwifery practitioners, public health assistants, community health assistants and other related health professionals, conducting health research, consultancy and advisory services

4.3 Our Mission

Educate current and future nurses, midwives and public health assistants, community development assistants, advance knowledge and foster national health and well-being through excellence in teaching innovation, practice, research scholarship and consultancy services in accordance to the set standards for health care regulatory bodies Malawi.

4.4 Our Core Values

NO.	Values	Ethos
1	Faith	Being rooted in the teachings of Jesus Christ and the Anglican Church, we therefore respect diverse religious traditions and individual religious beliefs not in conflict with the Anglican traditions. Through our curriculum, sacramental opportunities and co-curricular activities, we invite all members



		of the College community to develop their faith as an essential dimension of their lives.
2	Professionalism	Discharge duties competently, diligently, efficiently and effectively. As an Anglican college offering professional programs both on-campus and on the outskirts, we seek to combine faith with reason in the pursuit of academic excellence. We call all members of the College community to excel as individuals and as professionals within their specific roles
3	Integrity	Concerned for the common good as individuals and as a community, we commit ourselves to honesty in all relations with students, faculty, staff, and administration. Through our integrity, we maintain the trust of the surrounding community and of public and governmental agencies.
4	Respect	The College believes that giving and enjoying respect and dignity is the foundation for human and personal growth and development. This is extended to students, staff and visitors to the College and social groups including the people on whose behalf we all work through collaborative efforts.
5	Accountability.	Each member of the college is accountable for their actions and behaviors and commits to inclusivity, openness and transparency in their working environment. The College fosters culture, processes, systems and structures that enable inclusivity, openness and transparency



4.5 Our Motto

Walking the talk towards 2023=2028

Education is a commitment to excellence in teaching and learning, creating leaders for tomorrow.



SECTION FIVE : STRATEGIC PILLARS, OUTCOMES AND STRATEGIES

The College sets out to address four strategic outcomes in the next five years (2023-2028) in line with identified strategic pillars presented in this section. Target outcomes and key interventions have been specified under each strategic outcome. This narrative is supported by an implementation matrix (Annex 1).

5.1 Strategic Pillar 1: Quality Training, Research and Consultancy

The Pillar seeks to address bottlenecks in the areas of curriculum reforms, academic excellence and delivery of quality research, consultancy and advisory services. It repositions St Luke's College of Health Sciences as an institution that drives knowledge creation in health education and practice in the country. In order to achieve this aspiration, the College sets out to strengthen pedagogy and clinical learning on the one hand while proactively pursuing research, consultancy and advisory services for the health sector on the other through key interventions as follows:

Outcome Targets	Key Interventions
1.1 Training and teaching enhanced	a) Expand new training program programs
	b) Finalize and implement e-learning platform for students
	c) Develop and utilize teaching and learning tools
	d) Enhance program evaluation
	e) Review curriculum
	f) Capacitate clinical learning environment
1.2 Health related consultancy and advisory services strengthened	a) Develop strategy for consultancy and advisory services
	b) Develop strategic partnerships with local and international consultancy and advisory firms in health
	c) Strengthen capacity for consultancy proposal development among faculty



	d) Capacitate faculty to deliver advisory services for the nursing, midwifery and other health related services
1.3 Health related research and publications enhanced	a) Strengthen research proposal development capacity among faculty
	b) Intensify research dissemination and publication
	c) Enhance strategic partnerships with local and international research institutions on research and publications

5.2 Strategic Pillar 2: Institutional Strengthening, Financing and Growth

Institutional strengthening, financing and growth aims at developing core competencies in all areas of the College's operations, systems, structure, skills and human resources, physical infrastructure, financing and supporting technologies for the College to deliver its core mandate. The Pillar aims at filling gaps in staff capacity, physical infrastructure, ICT, financing and monitoring, evaluation, accountability and learning (MEAL) for institutional growth through strategies presented below:

Outcome Target	Key Interventions
2.1 Human Resource Capacity and Talent Management improved	a) Functional review for St. Luke's College
	b) Enhance Performance Management System linked to the Strategic Plan
	c) Training needs assessment
	d) Review and implement Conditions of Service
	e) Institute a provision of scholarships to upgrade staff and faculty members
2.2 Physical infrastructure improved	a) Develop new infrastructure (hostels, class rooms, offices) with modern fittings
	b) Rehabilitate existing infrastructure
	c) Enhance transportation services
	d) Enhance Preventive Maintenance
2.3 ICT and learning resources enhanced	a) Capacitate users on new and updated ICT facilities
	b) Continuous monitoring of ICT users
	c) Procure updated textbooks



	d) Improve subscription to updated journals
2.4 Financial sustainability and prudence secured	a) Enhance Resource Mobilization
	b) Strengthen internal control systems
	c) Develop and implement a Risk Management Framework
	d) Strengthen internal audit
	e) Promote and institute electronic fund transfer system
	f) Develop and implement Institutional Investment Plan (SIP)
	g) Promote programme based planning and budgeting based on Strategic Plan
2.5 Learning and growth through knowledge management enhanced	a) Establish an institutional repository for collecting, storing and making information accessible by the public including information relating to research outputs
	b) Strengthen monitoring and evaluation
	c) Roll-out platforms for dissemination of best practices

5.3 Strategic Pillar 3: Leadership and Governance

The National Health Policy and related policies (CHAM Policy) promote leadership and good governance as one of the priority areas. Through this thematic area, the College will strengthen leadership and good corporate governance practice through institutionalization of board charter and member orientation. Further, interventions will undertake to ensure review and implementation of various policy frameworks, institutional structure and to ensure that the Board is evaluated periodically.

Outcome Target	Key Interventions
3.1 Leadership and governance improved	a) Finalize Board Act
	b) Develop Board Charter
	c) Orient Board of Directors on the Board Charter
	d) Finalize terms of references for St. Luke's College committees and heads of departments



	e) Finalize development of policies
	f) Review the institutional organogram
	g) Undertake period Board evaluations

5.4 Strategic Pillar 4: Advocacy, Communication and Networking

Through this Pillar, St. Luke's College of Nursing and Midwifery will use advocacy, communication and networking as a strategy to influence policy, laws, regulations, programs, or funding decisions made at the upper-most levels of the community, public sector or private sector in the health sector, in particular health education and training.

Outcome Target	Key Interventions
4.1 Advocacy, communication and networking strengthened	a) Develop advocacy, Communication and Networking Strategy
	b) Establish linkages with stakeholders (community leaders, relevant ministries, departments and agencies, developmental partners)
	c) Promote utilization of St. Luke's College website
	d) Introduce email broadcasting platform for staff



SECTION SIX: IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING

6.1 Introduction

Sound monitoring and evaluation (M&E) will offer the College's Executive Management the tools and evidence to detect strategy challenges, to adapt or adjust strategy implementation, as well as to communicate strategy results in a timely and accessible manner. It is envisaged that sound M&E advanced in this Plan will help improve planning and operational decision-making by providing evidence to measure performance, and help raise specific questions to identify implementation bottlenecks. Further, M&E will strengthen accountability and stakeholder awareness (information) in regard to the implementation of the strategies, as information regarding the utilization of resources is measured and made known to the College's stakeholders.

6.2 Implementation Arrangements

- a) The successful operationalization of this Strategic Plan calls for leadership and commitment from the College staff at all levels. In addition, the Strategic Plan will require full and involvement of all key actors and stakeholders
- b) Awareness and dissemination of the Strategic Plan before implementation is important for internal and external stakeholders of the College to familiarize themselves with document.
- c) Involvement of key stakeholders is critical to mobilizing goodwill, financial and human resources existing outside the College; and,
- d) The College will further endeavor to address the capacity gaps highlighted in this Plan and mobilize the needed resources for proper implementation of the planned strategies.

6.3 Board and Management

- a) Top management has the ultimate responsibility of implementing this Strategic Plan;
- b) Heads of departments, under the overall coordination of the Principal have the responsibility to implement the Strategic Plan in areas falling under their functions as indicated in the implementation matrix; and,



- c) The Board through quarterly Board meetings will have an oversight role over Management in implementing the Strategic Plan. Therefore, strategies proposed in this document should be implemented to capacitate the Board and Management to monitor and evaluate performance.

6.4 Risk Management of Strategic Plan Implementation

The College recognizes that risks are occurrences that may affect the successful implementation of the Strategic Plan. Risk Management is a continuing process in institutions, it is not reactive or panic-driven but it has to be treated as more predictive and proactive. Risk management now assumes a more strategic role in organizations. It is increasingly being recognized as a guidance provider on the path ahead, mitigating critical risks and allowing companies to grow sustainably in the long-term.

Risk management processes aims at providing decision-makers and responsible parties with an enhanced understanding of risks that could affect the achievement of strategic objectives, as well as the adequacy and effectiveness of controls to be implemented. In this case, ideally, strategic risks are associated with the creation of the business strategy, setting of strategic objectives and also with new business strategy and strategic objectives. It is therefore important to identify, assess, treat, monitor and review risks so that in this case the College can prevent risks from hindering the achievement of its strategic goals.

Risks in the case of College will be looked at in two categories; firstly, risks with negative impact and secondly, those with positive impact on the implementation of the strategies. The basis of these strategic risks (negative and positive risks) showcased below is the SWOT analysis that was conducted, particularly from the threats and opportunities. Table 3 presents an analysis of the risks, gives a perception of the level for each identified risk and proposes mitigation measures and strategies.

The major challenge that College is anticipated to face is the selection of those risks that can affect its business. Consequently, it is necessary to determine the perceived strategic impact and perceived probability of occurrence of each risk.

Apart from the achievement of the strategic outcome, some impacts that risks might have on College are reputational, financial and compliant in nature. Thus, it will be very critical to know the impact level to the College's business if some risks events take place.



The review of strategic risks must be made periodically, as there may be changes in the College's internal and external environments. Risks may be reviewed in the same manner as the strategic risk assessment process.

Some of the risks that the College can be affected with include the following:

TABLE 3: RISK ANALYSIS MATRIX FOR COLLEGE'S STRATEGIC PLAN (2023-2028).

Risk factor	Perceived Level of Impact	Perceived Probability of Occurrence	Mitigating Action
Risks with Negative Impact			
Reduction in headcount – high staff turnover	Medium	High	Motivation and hiring of staff
Inadequate funds for trainings	Medium	High	Canvas for funds with government to train employees
Limited skills and competence of new recruits	High	Low	• Robust and competitive recruitment procedure • Customized training and orientation of new staff
Limited funds for new equipment and infrastructure	High	High	• Engage in resource mobilization • Motivate Development Partners for continued support • Networking and collaboration
Economic instability leading to closure of College	High	Medium	• Create new distinctive competencies and service portfolios to tap new areas. • Continuous strengthening of the College as an apex institute for nursing and midwifery training, research and consultancy in Malawi.



Rising competition from other Colleges	High	Medium	• Create distinctive competencies and service portfolios • Aggressive and robust marketing strategy
Unstable supply of energy	Medium	High	Invest on in-house generation of energy or electricity
Political interference	High	Medium	Proactively lobbying and engaging the owner and government on policies
Pandemics e.g. COVID-19, Leprosy, Polio, HIV and AIDS	High	High	• Keep staff informed on any developments and take appropriate measures to prevent staff and students from getting affected. • Explore blended classroom learning platforms
Risks with Positive Impact			
Technological innovations utilization to improve work processes	Medium	Low	Process automation Increased accessibility and usability of available ICT infrastructure.
International and regional bodies membership	Low	High	• Proactive Public Relations and continuous information dissemination and communication. • Enhanced networking
Service gaps in health sector	High	Medium	• Develop distinctive competencies and service portfolios basing on sector and market demands • Continuous strengthening of the College apex institution for nursing and



			midwifery training, research and consultancy in Malawi.
Access to International funding	High	Low	• Enhanced networking • Continuous lobbying for government and implementing partners' support on new developments. • Increased accountability and transparency
Bilateral and Multilateral protocols on health	Medium	Low	• Proactive Public Relations and continuous information dissemination and communication. • Enhanced networking • Continuous lobbying for government and implementing partners' support on new developments. • Increased accountability and transparency
Political will to support College	High	Low	• Proactive Public Relations and continuous information dissemination and communication. • Continuous lobbying for government and implementing partners' support on new developments. • Increased accountability and transparency
Technical support from international liaison organizations	Medium	Low	• Proactive Public Relations and continuous information



			dissemination and communication. • Continuous lobbying for government and implementing partners' support on new developments.
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After the implementation of the most appropriate actions to treat strategic risks and to achieve the strategic outcomes set by the senior management, it is important to monitor strategic risks and review them periodically.

The preventive data monitoring associated with events of strategic risk allows the College to identify the existence of conditions that could lead to a risk event. In this way, at least one Key Result Area for each strategic risk should be assigned. The following issues shall be considered:

- a) The review of strategic risks must be made periodically, as there may be changes in the College's internal and external environments.
- b) Risks may be reviewed in the same manner as the strategic risk assessment process.
- c) Proactive Public Relations and continuous information dissemination and communication.
- d) Customized training and orientation of key stakeholders.
- e) Increased accountability and transparency shall be ensured.
- f) Enhanced networking.
- g) Orientation and training of change agents.
- h) Create distinctive competencies and service portfolios.
- i) Continuous strengthening of the as an apex institution for nursing and midwifery training, research and consultancy in Malawi.
- j) Continuous strengthening of the College as an institution whose existence and performance is independent of the personality of the head.
- k) Succession planning intervention.



6.5 Monitoring

Monitoring should be viewed as a tool that should provide critical evidence to foster performance improvement, facilitate greater cooperation between relevant stakeholders by not only eliminating ambiguity in measuring the progress in implementation of the strategies and achievement of outcomes or objectives, but also by making the College's key stakeholders more aware of the mutual benefit of monitoring exercises.

Monitoring performance evidence in the implementation of this Strategic Plan shall be used to pursue three main objectives:

- a) To contribute to operational decision making, by providing evidence to measure performance and raising specific questions in order to identify implementation challenges and delays;
- b) To strengthen accountability related to the use of resources, the efficiency of internal management processes, or the outputs of a given strategy implementation; and
- c) To ensure transparency, providing key stakeholders with information on whether the efforts carried out by the College are producing the expected results.

For monitoring evidence to serve as a management tool, it must be embedded in a performance dialogue that is conducted regularly and frequently enough that it allows practitioners and decision-makers to identify implementation issues, determine resource constraints and adapt their efforts/ resources in order to solve them.

In order to support decision-making by College Management and serve as a communication tool to the key stakeholders, data needs to be analyzed, tailored to the user, focused and relevant. This will enable the College management to use monitoring as a tool that provides information to further improve on its performance at various levels and departments. For instance, the periodic monitoring reports should be well targeted to its audience by clearly differentiating monitoring methodologies according to their intended users for more fit-for-purpose information.

Communicating results to key stakeholders regarding the implementation of the strategic plan is very important. Keeping periodic monitoring report shared among employees and also key stakeholders and making data available on the College's communication platforms is important to engaging with employees and maintain public accountability. Besides these, the College shall develop communication tools in order to increase employee awareness and engagement in the Strategic Plan implementation, such as social media strategies and newsletters with focus on achievements of strategic plan implementation.



To have an effective impact, the College will ensure the uptake of monitoring results in decision-making. A better impact of monitoring strategic plan implementation results will require the development of a performance narrative focused on addressing inconsistencies in implementation. Moreover, involving employees in the design of the monitoring set-up will increase the legitimacy of the resulting evidence and ultimately lead to greater impact in decision-making. Monitoring for better results implies creating feedback loops to institutionalize the use of monitoring results, either through the budget cycle, or through performance management system for example.

6.6 Evaluation

Evaluation culture at the College requires a clear understanding of the purpose for and value of the evaluation to the institution. Evaluation focuses on evidence-based learning, and accountability to examine what the College is doing to improve performance and achievement, and how this is done. Widespread and regular communications and dissemination of evaluation results, recommendations and examples of good practices are essential to building evidence for decision-making, while displaying the successes registered. The College shall ensure that efforts to improve on evaluation findings are linked to the comprehensive approach to change management and performance management system as detailed within the context of the work plan.

The College Management response and follow-up of evaluation recommendations is another way that will help reinforce positive evaluation culture and use of the results for continuous learning and improvement. It calls for reflection over evaluation results and how improvements can be integrated into the Strategic Plan evaluated. It shall also be a response to lessons learned and be included in broader institutional schemes. In addition, it will help enforce accountability to beneficiaries as well as to implementing partners, donors and government. Identifying ways of tracking recommendations and use is important to continue ensuring that learning from evaluation is taking place.

In particular, evaluation will help the College gauge itself the extent to which it is contributing to Malawi Vision 2063 aspirations and specifically on how we are playing a significant role in First 10-year Implementation Plan, in addition to sector policy.



6.7 Monitoring and Evaluation Framework Implementation

The success of this Strategic Plan will be a result of fervent monitoring and evaluation of its activities. The main 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 the Board and Management make evidence-based and informed decisions. The College shall monitor and evaluate this plan quarterly and annually. Quarterly and annual reports shall be provided as per requirements of Performance Contract to the Board, and this will be normalized through departmental reports during departmental meetings and escalated to senior management meetings for decision making and for eventual attention of the board.

Executive management of the College has the ultimate responsibility for monitoring the implementation of this Strategic Plan. The Principal will exercise individual oversight to monitor the performance of this Plan in accordance to the activities indicated in the implementation matrix.

A Monitoring and Evaluation Committee for the Strategic Plan with representation from all directorates may be formed with the following key responsibilities:

- a. Develop a reporting template and M&E tool for the Strategic Plan.
- b. Receive, analyze, summarize and consolidate monitoring reports and promptly forward them to the Management every quarter.
- c. Facilitate undertaking of mid-term and end-term evaluation of the Strategic Plan.
- d. Report the Performance Contract

Members forming the M&E Committee must have key proficiencies such as data analysis and research, human resource management, ICT, information and knowledge management, financial management, quality assurance etc. The Committee will be chaired by the Principal and or any nominee he/she sees fit. Responsibility for collecting, analyzing and reporting performance data for each indicator will be assigned based on the technical expertise. The responsibility for maintaining this data base will be assigned to an appointed member of the Committee. The indicators, baselines and the targets will be derived from the outcomes of the strategic objectives and the outputs for the activities in the implementation matrix.



6.7.1 Reporting

The M&E Committee will submit reports on a quarterly and annual basis to the relevant board committee through the Principal. The report will be on a structured format providing information on the performance of their departments, and it should explain any variation from expected performance, discuss challenges and constraints faced, highlight lessons learnt and draw the necessary recommendations on any facilitation required to improve on performance. The M&E Committee will analyze, summarize and consolidate the report for submission to the Board through the Principal. The annual report shall be presented to College Board.

6.7.2 Evaluation

An external evaluator will conduct Mid-term and End-term evaluations on the implementation of this Strategic Plan. If for any reason, there is a significant deviation in performance in a very critical indicator in the Plan, an *ad hoc* evaluation may be conducted to inform decisions on possible interventions in such an area.

6.7.3 Financing

Monitoring and evaluation activities, and in particular annual surveys and evaluations will be financed through budgeted provisions of the College.

6.7.4 Management of the Strategic Plan

The College will use the extrapolations drawn from the monitoring and evaluation exercises to make informed decisions regarding the delivery of the Strategic Plan function, resource allocation, policy and issues of accountability. For successful management of the Strategic Plan, the following are critical:

Mechanisms

Mechanisms for data collection and storage will be created and fed into the integrated Management Information System (MIS). In addition, annual surveys on critical indicators like stakeholder satisfaction and awareness surveys, work environment and employee satisfaction surveys will be conducted as suggested in this document. The following tools will be used to implement this Strategic Plan.

- a) The Annual Performance Contract targets for Management and the College will be derived from this Strategic Plan;



- b) Annual work plans will be derived from the implementation matrix in this Strategic Plan and the status of implementation of preceding year's targets;
- c) Annual budgets for the College will be based on annual work plans drawn from the implementation matrix;
- d) The Performance Management System will use the implementation matrix of the Strategic Plan in order to cascade performance contracts to individual members of staff in the College, basing on the Strategic Plan aspirations; and
- e) The Strategic Plan may be reviewed at any time based on changing realities.

6.8 Staff

The College shall continue to build the capacity of its staff as well as provide the right working environment for them as prerequisites for motivation and productivity. This will be achieved through capacity assessments to determine capacity action plans for workload, quality of work environment, staff satisfaction and motivation, and training needs analysis for the staff early in the implementation period, and full implementation of the recommendations from these studies. Management will ensure that staff are inducted on the Strategic Plan.

6.9 Resources

To implement this Strategic Plan, the College will require investing in its resources. While there are other existing funding mechanisms, we will vigorously mobilize resources from revenue generating enterprises highlighted in this Strategic Plan.

Cost-reduction due to wastage control will also serve as a key intervention that will greatly contribute to resource mobilization and efficient use via resource direction to areas where they are most required. This will also be a key intervention that will substantially build resources for the College. We present below budget estimates for implementation of this Strategic Plan (Table 4):



Table 4: Budget Estimates

Serial #	Strategic Pillar	Estimates, MK
1	Quality Training, Research and Consultancy	TBD
2	Institutional Strengthening, Financing and Growth	TBD
3	Leadership and Governance	TBD
4	Advocacy, Communication and Networking	TBD
	TOTAL	

6.10 Improvements in Capacity

The College shall continue to strengthen its relationship with Government, implementing partners, private and public sectors players, civil society, development partners, regulatory institutions and the academia at large, and other key stakeholders that will continue to support its cause through goodwill, financial, material, and human resources. To reinforce this relationship, the College resolves to build the necessary capacity and put emphasis on improving the absorption capacity of stakeholder support, networking and enhancing accountability of own actions and transparency in planning, implementation, monitoring and accountability for resources provided.

6.11 Improvements in Efficiency

The College shall ensure measures are put in place to maximize the use of available resources. First, it will pursue and emphasize improved costing of our activities to avoid wastage and inefficiency in the use of the resources. Second, the College shall ensure proper use and scheduled maintenance of facilities, equipment and mobile assets to reduce costs associated with idle capacity.



Lastly, it will leverage on ICT to reduce costs through adoption of direct internal and external paperless communication and below the line communication.



ANNEX 1: IMPLEMENTATION MATRIX

PILLAR 1: QUALITY TRAINING, RESEARCH AND CONSULTANCY							
Strategic Outcome: Enhanced training, research and consultancy							
Outcome Targets	Key Interventions	Performance Indicator	Means of Verification	Baseline	Target	Period	Responsible
1.1 Training and teaching enhanced	a) Expand new training program programs	Number of new programs introduced	Curriculum	0	5	July 2024	Dean of Academics
	b) Finalize and implement e-learning platform for students	c) E-learning platform finalized and implemented	d) Platform	e) 0	f) 1	g) Jul-23	h) IT Manager
	c) Develop and utilize teaching and learning tools	d) Teaching and learning tools developed and functional	e) Tools	f) x	g) 100 %	h) Jul-23	i) Dean of Academics
	d) Enhance program evaluation	e) Program evaluation enhanced	f) Evaluation reports	g) x	h) 2	i) Periodic	j) Dean of Academics



	e) Review curriculum	a) Curriculum reviewed	b) Curriculum	c) x	d) 1	e) Periodic	f) Dean of Academics
	f) Capacitate clinical learning environment	Clinical learning environment capacitated	Reports	x	100%	Ongoing	Dean of Academics
1.2 Health related consultancy and advisory services strengthened	a) Develop strategy for consultancy and advisory services	Strategy developed	Strategy	0	1	Sep-23	Principal
	b) Develop strategic partnerships with local and international consultancy and advisory firms in health	Number of strategic alliances developed	Memoranda of understanding	0	10	Jul-23	Principal
	c) Strengthen capacity for consultancy proposal development among faculty	Number of proposals developed	Annual Report	0	15	Ongoing	Head of Programs
	d) Capacitate faculty to deliver advisory services for the nursing, midwifery and	Faculty capacitated to deliver advisory services	Annual Report	0	TBD	Ongoing	Head of Programs



	other health related services						
1.3 Health related research and publications enhanced	a) Strengthen research proposal development capacity among faculty	Number of research proposals submitted	Annual Report	0	15	Ongoing	Head of Research
	b) Intensify research dissemination and publication	Number of research published	Publications	0	10	Ongoing	Head of Research
	c) Enhance strategic partnerships with local and international research institutions on research and publications	Number of strategic alliances developed	Memoranda of understanding	0	10	Ongoing	Head of Research



PILLAR 2: INSTITUTIONAL STRENGTHENING, FINANCING AND GROWTH

Strategic Outcome: Improved institutional capabilities, financing, learning and growth

Outcome Target	Key Interventions	Performance Indicator	Means of Verification	Baseline	Target	Period	Responsibility
2.1 Human Resource Capacity and Talent Management improved	a) Functional review for St. Luke's College	Functional Review conducted	Functional Review	0	1	Jul-24	Registrar
	b) Enhance Performance Management System linked to the Strategic Plan	Performance Management System and enhanced and linked to the Strategic Plan	Performance Management System	0	1	Jul-23	Registrar
	c) Training needs assessment	Training plan reviewed and implemented	Training Plan	0	1	Sep-23	Registrar
	d) Review and implement Conditions of Service	Conditions of Service reviewed and implemented	Conditions of Service	0	1	Jul-24	Registrar
	e) Institute a provision of scholarships to upgrade staff	Number of scholarships awarded	Annual Report	0	10	Ongoing	Principal



	and faculty members						
2.2 Physical infrastructure improved	a) Develop new infrastructure (hostels, class rooms, offices) with modern fittings	New infrastructure	Infrastructure	0	100%	By April 2028	Principal
	b) Rehabilitate existing infrastructure	Infrastructure rehabilitated	Infrastructure	0	100%	By July 2024	Registrar
	c) Enhance transportation services	Number of vehicles procured	Vehicles		5 (One per year)	Periodic by 2028	Registrar
	d) Enhance Preventive Maintenance	Preventive Maintenance Plan developed and implemented	Plan	0	1	Jul-23	Registrar
2.3 ICT and learning resources enhanced	a) Capacitate users on new and updated ICT facilities	Percentage number of users trained	Training Report	0	100%	Jul-23	IT Officer
	b) Continuous monitoring of ICT users	Users monitored	Monitoring and Evaluation Report	0	5	Ongoing	IT Officer
	c) Procure updated textbooks	Updated textbooks procured	Text books	0	100%	Dec-23	IT Officer



	d) Improve subscription to updated journals	Number of subscriptions to updated journals	Subscriptions	0	15	Ongoing	IT Officer
2.4 Financial sustainability and prudence secured	a) Enhance Resource Mobilization	Resource Mobilization Strategy developed and implemented	Strategy	0	1	Sep-23	Principal
	b) Implement, monitor and evaluate effective internal control systems	Internal control systems implemented	Audit Report	x	1	Ongoing	Principal
	c) Develop and implement a Risk Management Framework	Risk Management Framework developed and implemented	Framework	x	1	Jul-23	Principal
	d) Develop and implement Internal Audit Charter	Internal Audit Charter developed and implemented	Charter	0	1	Dec-23	Principal
	e) Promote and institute electronic fund transfer system	Electronic fund transfer system instituted	System	0	1	Apr-24	Principal



	f) Develop and implement Institutional Investment Plan (SIP)	Institutional Investment Plan developed and implemented	Plan	0	1	Apr-24	Principal
	g) Promote programme based planning and budgeting based on Strategic Plan	Programme based planning and budgeting implemented	Annual plans and budgets	x	5	Periodic by 2028	Principal
Learning and growth through knowledge management enhanced	a) Establish an institutional repository for collecting, storing and making information accessible by the public including information relating to research outputs	Repository established	Repository	x	1	Apr-23	IT Officer
	b) Develop a monitoring and evaluation framework	Framework developed and implemented	M&E Framework	0	1	May-23	IT Officer
	c) Document and disseminate best practices	Best practice documented and disseminated	Documentation and publications	x	15 (3 per year)	Ongoing	Head of Research



PILLAR 3: LEADERSHIP AND GOVERNANCE							
Strategic Outcome : Strengthened leadership and governance							
Outcome Target	Key Interventions	Performance Indicator	Means of Verification	Baseline	Target	Period	Responsibility
3.1 Leadership and governance improved	a) Finalize Board Act	Board Act finalized	Board minutes and Act	0	1	Jul-23	Principal
	b) Develop Board Charter	Board Charter developed	Board minutes and Charter	0	1	Aug-23	Principal
	c) Orient Board of Directors on the Board Charter	Board of directors oriented	Orientation report and Board minutes	0	2	Periodic	Principal
			No. of board orientation sessions	0	2	Periodic	Principal
	d) Finalize terms of references for St. Luke's College committees and heads of departments	Number of terms of reference finalized	Terms of reference	0		Jul-23	Principal
	e) Finalize development of policies	Percentage number of policies finalized	Policies	0%	100%	Dec-23	Principal



	f) Review the institutional organogram	Organogram reviewed	Organogram	1	1	Dec-23	Principal
	g) Undertake period Board evaluations	Board evaluation undertaken	Evaluation report Board minutes	0	5	Annually	Principal



PILLAR 4: ADVOCACY, COMMUNICATION AND NETWORKING							
Strategic Outcome: Enhanced advocacy, communication and networking							
Outcome Target	Key Interventions	Performance Indicator	Means of Verification	Baseline	Target	Period	Responsibility
4.1 Advocacy, communication and networking strengthened	a) Develop advocacy, Communication and Networking Strategy	Strategy developed	Strategy	0	1	Jul-23	Principal
	b) Establish linkages with stakeholders (community leaders, relevant ministries, departments and agencies, developmental partners)	Number of memoranda of understanding	Memoranda of understanding	x	10	Ongoing	Principal
	c) Promote utilization of St. Luke's College website	Percentage increase in utilization	Annual Report	x	80%	Ongoing by 2028	IT Manager
	d) Introduce email broadcasting platform for staff	Email broadcasting platform introduced	Platform	0	1	Mar-23	IT Manager