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FOREWORD



Professor Francis Moto

CHAIRMAN OF COUNCIL

This Strategic Plan outlines priorities, objectives, and strategies for achieving our mission and vision...

As the Kamuzu University of Health Sciences (KUHS) embarks on a new chapter in the history of higher education in Malawi, we take this opportunity to present our Strategic Plan for the next 10 years (2024-2034). This plan reflects our shared vision of the future. Our goal is to maintain excellence, which offers opportunities for students, staff, and universities.

This Strategic Plan outlines priorities, objectives, and strategies for achieving our mission and vision and lays the foundation for sustainable growth and success. The Plan is aligned to national plans such as the National Education Act of 2012 and the National Education Sector Investment Plan (2020-2030), Malawi 2063, Malawi Implementation Plan, the Ministry of Health Sector Strategic Plan III (HSSP III, 2023-2028), National Research Agenda (2021-2030), the National Health Research Agenda, the National Health Financing Strategy, and other regional and global plans such as the African Union Agenda 2063 and Sustainable Development Goals (SDGs), just to mention a few. The Strategic Plan was developed using a highly participatory

process involving a cross-section of stakeholders. Various other documents from universities within Malawi, in the region, and internationally were also consulted. The Strategic Plan will play an important role in protecting the legacy of a vibrant university as a centre of excellence.

It is my sincere hope that the spirit of cooperation among stakeholders that characterised the development of this Strategic Plan will continue into its implementation, as it will take more than the KUHS Council to ensure its success. With the support of the government and other key stakeholders, the University will continue to provide value to Malawi and the regional and global community, while also addressing the challenges facing higher education in the 21st century.

We are confident that this Strategic Plan will guide us towards a brighter future, and we look forward to working together to make it a reality.

PREFACE



Professor MacPherson Mallewa

VICE-CHANCELLOR

The University will achieve its goals and positively impact society with the help of staff, students, and other stakeholders...

It is with great pride and determination that I present our 10-year KJ Somaiya Strategic Plan (2024-2034). This plan represents the collective efforts and contributions of our staff, students, alumni, and community partners who have come together to chart a course for the future of our University.

The Strategic Plan outlines our vision, mission, core values, strategic objectives, and strategies identified to help the University realize its maximum potential. This Strategic Plan is anchored in the strengths of its former colleges (Kamuzu College of Nursing (KCN) and the College of Health Sciences (CHS) under the University of Malawi), and is fortified by our analysis of future trends in higher education and national needs. Further, we have an opportunity to take stock of the achievements and challenges of the former KCN and CHS and to determine the future that lies ahead.

This Strategic Plan aims to enrich students' learning experiences and empower them as entrepreneurs. It also creates a conducive work environment for staff in community outreach, consultancy, and research. We will

work with public- and private-sector partners to deliver the objectives of the Strategic Plan. It seeks to cultivate staff members' commitment to research and innovation, which is likely to contribute to national and international policy development and, in turn, benefit communities by addressing the immediate challenges they face.

I am confident that this strategic plan will provide inspiration and direction for everyone involved in the University. The University will achieve its goals and positively impact society with the help of staff, students, and other stakeholders. I would like to take this opportunity to thank all of you for supporting this effort and providing your input during the extensive consultation processes. As Management, we look forward to working with you and all our stakeholders and vigorously pursue our collective ambitions for the University. Let us work together to take collective responsibility for overseeing and monitoring the effective implementation of a Strategic Plan. By investing in this University, life excellence could be achieved.

ACKNOWLEDGEMENTS

The Erasmus University of Health Sciences (KUeS) Strategic Plan 2024-2034 offers strategic direction and a set of clearly defined objectives essential to our University's progress. It is a dynamic Strategic Plan, subject to adjustments as we make progress, and notice changes in the world. The Plan was intended to guide our work, clarify our goals, and motivate us to proceed with exciting new areas.

This Strategic Plan was developed by the KUeS Strategic Plan Task Force, with the assistance of a consultant. The Taskforce was composed of the Deputy Vice-Chancellor and other university members. The Task Force meticulously examined the significant factors that affect higher education. Based on these consultative processes, various objectives and strategies have been suggested. The Taskforce revised the objectives and strategies and suggested a series of measures.

The Taskforce is grateful to the KUeS community, which contributed ideas, comments, and recommendations for the Strategic Plan. Your contribution has enriched the University's 2024-2034 Strategic Plan.

List Of Abbreviations And Acronyms

AU	African Union
CESA	Continental Education Strategy for Africa
COM	College of Medicine
CPD	Continuous Professional Development
DFI	Director of Finance and Investments
ED	Executive Dean
ESS	Employee Self Service
GOM	Government of Malawi
HRH	Human Resources for Health
HSSP	Health Sector Strategic Plan
KCH	Kamuzu Central Hospital
KCN	Kamuzu College of Nursing
KPI	Key Performance Indicators
KUHAS	Kamuzu University of Health Sciences
KUTH	Kamuzu University Teaching Hospital
MDG	Millennium Development Goals
NCHE	National Council for Higher Education
NESIP	National Education Sector Investment Plan
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
QECH	Queen Elizabeth Central Hospital
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UHC	Universal Health Coverage
UR	University Registrar
VC	Vice Chancellor





1. BACKGROUND

The Kamuzu University of Health Sciences (KUHeS) was established on the 4th of May, 2021 by the merging of the Kamuzu College of Nursing (KCN) and the College of Medicine (COM), both of which were previously constituent Colleges of the University of Malawi (UNIMA). In 1979, the KCN began teaching professional nurses and midwives, whereas COM began training physicians and other allied health professionals in 1991. To date, both institutions have significantly contributed to the delivery of higher education and healthcare to the nation and beyond.

According to the KUHeS Act of 2019, the University has the authority to admit persons as students, award or confer degrees, diplomas, certificates, and other academic distinctions; awarded honorary degrees and distinctions to individuals who have distinguished themselves by making significant contributions in various spheres of life; offering affiliation status and associated benefits to other tertiary institutions; and providing well-informed and researched opinions on issues affecting society.

COM and KCN were two of the five constituent colleges at the University of Malawi (UNIMA). Both COM and KCN functioned as semi-autonomous institutions of higher learning with separate administrative, financial, and management systems that were distinct from those of their sister colleges.

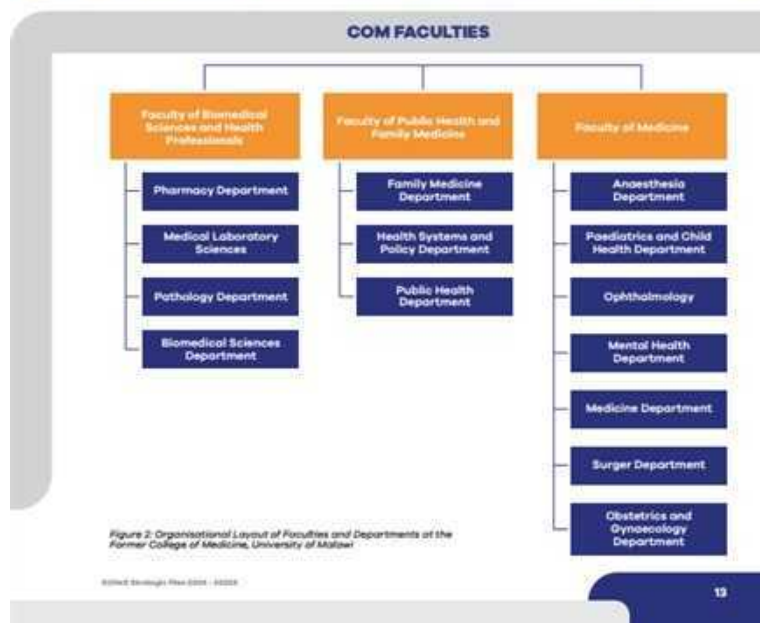
1.1.3 College of Medicine (COM)

COM opened its doors in 1991 as the country's first medical school to alleviate the scarcity of medical workers in the health care sector. Over the years, COM has made tremendous progress in resolving some of the country's health-related concerns, notably through the supply of medical human capital resources and research activities focusing on addressing health-related issues. Through its commitment to improving access to excellent healthcare in Malawi, COM has remained strategically important to the health sector in Malawi and beyond.

As of 2023, COM has graduated a total of 4043 students since its foundation, leading to increased access to healthcare. The mission of COM was to teach health professionals at undergraduate and postgraduate levels in a variety of health-related fields. These health professionals were trained at University campuses in Blantyre, Lilongwe, and Mangochi, as well as the associated hospitals: Queen Elizabeth Central Hospital (QECH), Kamuzu Central Hospital (KCH), and other district hospital.

The full list of Teaching and Learning programs of the COM are as follows





1. BACKGROUND

1.1.3 Kamuzu College of Nursing (KCN)

KCN established two campuses in 1979. In contrast to COM, the main campus is located in Lilongwe. The other campus was located in Blantyre on the grounds of Queen Elizabeth Central Hospital. In mid-2015, a new campus in Blantyre was established at Karneza.



Over the years, the KCN has trained highly skilled nursing and midwifery workers both nationally and globally. Its programs trained graduate nurses and midwives who contributed to the general development of a healthy society while maintaining a high degree of professional competency. KCN's programmes gave students a wide awareness of the extent and nature of modern health concerns, as well as the necessary information, skills, attitudes, and professional behaviour in health care, as well as leadership and management in health care systems. Consequently, graduates are equipped to deliver a range of health-related services across communities and hospitals.

Originally, KCN had one Faculty Faculty of Nursing. Subsequently, it evolved into midwifery, applied health studies, and community health nursing. The College provided a comprehensive variety of undergraduate, master's, and doctoral programs, ensuring that students obtained the essential credentials as well as a professional identity. For more than 35 years, the college has been dedicated to educating and improving highly qualified nurses and midwives.



Figure 4. Organizational Layout of Faculties and Departments at the Former Kamuzu College of Nursing, University of Malawi

1. BACKGROUND

1.1.3 Kamuzu University of Health Sciences

Kamuzu University of Health Sciences is a comprehensive health and allied science higher-learning public institution. KUHeS was established in 2019 under the act of parliament by merging KCN and COM. The University was gazetted May 4th 2021 to be the commencement date for the Act of Parliament that established KUHeS. From their proud history spanning more than 30 years, COM and KCN became one University and is recognized as a preeminent and distinctive public health sciences University in Malawi with special commitments to train health professionals, such as nurses, midwives, medical doctors, pharmacists, physiotherapists, nutritionists and biomedical scientists/lab technologists, at both undergraduate and postgraduate levels. Figure 5 shows KUHeS Schools and Departments.

The University has Executive Deans (EDs), who oversee the operations of schools, while academic departments are headed by HODs. Schools are the core competencies of the University, and all other organizational units play a supportive role in schools, as illustrated in Figure 5.



Figure 5: The schools as the strategic core competence of the new University

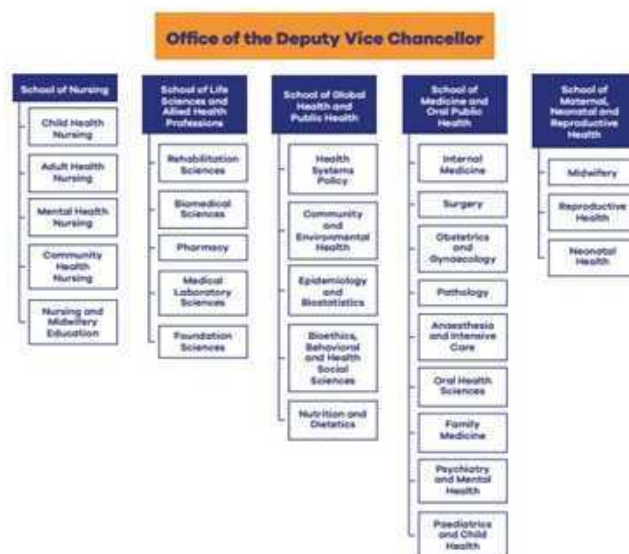


Figure 6. Organizational Layout of Faculties and Departments of the Koinzi University of Health Sciences.

1. BACKGROUND

1.2 Policy Context

KUHeS was established when international, regional, and national educational frameworks evolved gradually to enhance educational quality and promote access. The following are some of the important policies and strategies related to and that will drive KUHeS.

1.2.1 Sustainable Development Goals (SDGs)

At the Global level, the United Nations adopted Sustainable Development Goals (SDGs) in September 2015, which were based on Millennium Development Goals (MDGs). Member states agreed on 17 SDGs and 169 objectives to alter the world by 2030, with SDG 3 aiming to "ensure healthy lifestyles and promote well-being for all ages" and SDG 4 urging governments to "ensure inclusive and equitable education and promote lifelong learning opportunities for all people." SDGs 3 and 4 directly affected KUHeS missions. There is a focus on gender equality and the empowerment of all women and girls via education as well as an encouraging the well-being of people of all ages.

1.2.2 African Union Agenda 2063

Malawi is a member of the African Union (AU) and is committed to the implementation of its policies as guided by the African Union Agenda 2063: "The Africa We Want." AU Agenda 2063 is a long-term plan, and the educational elements in the plan were implemented through the Continental Education Strategy for Africa (CESA) 2016-2025. Under CESA, the key area of focus is the articulation of education and training policies within the economic and social sectors to make national human capital development a top priority and recipient of substantial and sustained investment. KUHeS seeks to promote research and innovation to build knowledge, human capital, capabilities, and skills.

1.2.3 Malawi 2063

The Malawi 2063 agenda identifies human capital development as a major enabler of socio-economic development. Further, Malawi 2063 Agenda observes that human capital development is affected by poor nutrition and poor health services at the community level. KUHeS contributes significantly to national health and plays a critical role in the realisingrealisation of the aspirations outlined in the Malawi 2063 agenda.

To align with the Malawi 2063 strategic enabler number 5 of human capital development and the National Education Sector Implementation Plan III objectives of increasing access and quality of education in Malawi, KUHeS aspires to optimise its core functions of teaching, research, and community service over the next ten years as a "World-class University and a Centre of Excellence in Health, Education, Research, and Innovation."

KUHeS will also invest in infrastructure outfitted with cutting-edge technologies and equipment. One of the important infrastructures that the University intends to develop is the High-tech Kamuzu University of Health Sciences Teaching Hospital (KUTH). KUTH supplements the facilities of the country's central and selected district hospitals that KUHeS already utilises as practical university teaching locations. The KUTH will address several fundamental areas that align with both Malawi 2063 enabler #5 on human capital development and the Malawi National Education Sector Plans by increasing access and equity to higher education, improving quality and relevance, and improving higher education governance and management. By addressing these critical areas, the KUTH will establish a framework for Malawi to become self-sufficient in the provision of world-class specialised healthcare.

1.1.4 The Health Sector Strategic Plan III (2022-2030)

The Health Sector Strategic Plan III (HSSP III) articulates goals, objectives, and strategic interventions that will enable HSSP III to describe how the health sector will contribute to the vision's pillars of human capital development and is inspired by Malawi 2063's goal of self-reliance.

HSSP III aims to improve health status through UHC by enhancing quality client-centred service delivery and minimising the risk of catastrophic health expenditures. The HSSP-III strategic interventions focus on service delivery, socioeconomic determinants, infrastructure and medical equipment, human resources, medical products and technology, digital health, research, leadership and governance, and health financing. The KUHeS Strategic Plan has been designed to contribute to all of these pillars, particularly in service delivery, human resources, medical products and technology, research, leadership, and governance.

1.1.5 National Health Financing Strategy

The HSSP-III identified limited healthcare financing and overdependence of development partners as key challenges that will hinder the achievement of its goals and objectives and threaten the sustainability of current health programs. In addition, it recognised that high out-of-pocket expenditure, particularly among the poor, leads to catastrophic expenditure and tips them into deeper poverty. The National Health Financing Strategy (2023-2030) was developed to address this challenge by, among other things, implementing strategies that improve domestic resource mobilisation, enhancing collaboration with the private sector, and improving resource allocation for high-impact interventions. KUHeS Strategic seeks to complement the implementation of the National Health Financing Strategy by designing programs that inculcate a culture of entrepreneurship among its graduates and enhance their skills in the

1. BACKGROUND

rational allocation and utilisation of available resources. Additionally, the Strategic Plan will endeavour to enhance research programs that identify cost-effective health interventions and service delivery models that minimise the risk of catastrophic health expenditure by poor people.

1.3.6 National Education Act (2012), National Education Sector Investment Plan (NESIP 2020-2030) and the Malawi Implementation Plan The National Education Act (2012) sets a legal framework for promoting education for all people in Malawi, irrespective of race, ethnicity, gender, religion, disability, or any other discriminatory characteristics. The National Education Policy (2016) complements the Act by setting high-level principles and standards that ensure access to quality education at all levels and a coordinated approach to the development of the education system. Specifically, the policy describes the applicable knowledge, skills, competencies, and values required for a nation's socioeconomic growth. This KUHES Strategic Plan aligns with the provisions of the Act and Policy as it seeks to promote equal access and equity in health-related education, which will ultimately enhance the quality, governance, and management of the health sector.

1.3.7 Draft Higher Education Bill and National Qualifications Framework

In line with population growth and the need for human capital development in diverse areas, demand for university-level education is expected to increase. To ensure that such an increase in demand does not compromise the quality of education, the Government of Malawi, through the MoEST, developed the Higher Education Bill and National Qualification Framework (2017). These instruments seek to establish standards for the design and delivery of quality university education, in line with global and regional standards. The KUHES Strategic Plan has adopted the standards articulated in these instruments to ensure that health-sector professionals acquire the requisite qualifications and skills to meet the current needs of the nation and champion innovations that address emerging health-related challenges.

1.3.8 National Research Agenda (2025-2030) and Draft National Health Research Agenda

The National Planning Commission developed the National Research Agenda (NRA) to facilitate the discovery of innovations that will enable Malawi to meet its 2063 vision. Subsequently, the Ministry of Health launched the National Health Research Agenda (NHRA), which highlights priority research areas expected to generate knowledge and interventions that address national health challenges and contribute to human capital development. The agenda provides guidance to

researchers, academic institutions, think tanks, centres of excellence, and other local and international research stakeholders on thematic research areas that will optimise the delivery of HSSP-III and discover high-impact health interventions. In exercising academic freedom, the KUHeS Strategic Plan will create a conducive environment that promotes diverse research that meets the interests of its faculty. Nevertheless, the Strategic Plan will specifically promote investment in areas of research that align with the NRA and NHRA, and will also facilitate multidisciplinary research efforts to comprehensively address the multiple determinants of disease and to enhance client-centred health service delivery.

An aerial photograph of a university campus at dusk. The image shows several large, interconnected buildings with dark roofs, surrounded by green lawns and trees. In the background, a range of mountains is visible under a dark, twilight sky. The overall scene is dimly lit, with the primary light source being the ambient light of the setting or rising sun.

**THE
DEVELOPMENT
OF THE KUHeS
STRATEGIC PLAN**



2. THE DEVELOPMENT OF THE KUHeS STRATEGIC PLAN

This Strategic Plan culminates in a wide internal and external stakeholder engagement that started before the merger of the former KCN and CoM into KUHeS but was completed after the merger. The key tasks undertaken during the development of the Strategic Plan include the following:

- a. Assessment of CoM and KCN's performance against previous strategic plans. These assessments identified key strategic issues that informed the strategic goals and objectives of the KUHeS Strategic Plan.
- b. Review of mandates of the former CoM, KCN, and current KUHeS in the Malawi health sector and wider social and development sectors.
- c. Strengths, Weaknesses, Opportunities, and Threats (SWOT) and Political, Economic, Social, Technological, Legal and Environmental (PESTEL) analyses for the former CoM, KCN, and current KUHeS.
- d. Development of strategic pillars to focus and drive efforts to deliver the KUHeS vision and mission.
- e. Development of strategic objectives and key performance indicators to track performance and ensure value creation for institutions.
- f. Identification of strategic interventions to enable the delivery of the strategic objectives.
- g. Development of an Implementation Plan for Strategic Interventions.
- h. Development of a Monitoring and Evaluation Plan that allows participation of key stakeholders in monitoring the performance of the KUHeS in meeting its objectives.

2.1 Emerging Strategic Issues

Stakeholder engagement identified the following key strategic issues and underlying factors that should be addressed over the next ten years to realise KUHeS' vision.

2.1.1 Governance, Management and Institutional Capacity

The KUHeS Act and statutes provide a legal framework for KUHeS's management and operations. Nevertheless, there are challenges in the coordination of academic and management structures, the management of student welfare, and overall staff motivation due to the following factors:

- a. The transition from UNIMA to KUHeS has created new structures and entities with no previous track record of collaboration. This necessitates effective team-building at all levels.
- b. The change in former KCN's and CoM vision and mission may negatively affect the operating philosophy of faculty and students, resulting in a lack of a common purpose.
- c. An increase in student-faculty ratios over the next ten years will likely exert pressure on the capacity of staff and infrastructure. This requires innovative course delivery models.
- d. The movement towards greater autonomy among schools may limit multidisciplinary collaboration and may require additional investment in strategic leadership and management skills.

- e. Most faculty and support staff members may not be familiar with newer and innovative approaches to learning, such as ODL and online learning, which require more robust and responsive management systems.
- f. Most faculty and support staff members may not embrace the new performance Open Distance and eLearning (ODEL) management approach in KUHeS, which requires the achievement of targets in multiple thematic areas. Sub-optimal quality of teaching and learning

2.1.2 Sub-optimal quality of teaching and learning

While KUHeS has increased the range of courses and programs, as well as student intake, there are notable deficiencies in the quality of curriculum delivery due to a variety of factors, including:

- a. Lack of training in interactive methods of course delivery and student assessment.
- b. Lack of training in interactive methods of course delivery and student assessment.
- c. The overuse of traditional teacher-centred course delivery methods places too much stress on content rather than skills.
- d. Limited application of information and communication technologies to support course design and delivery.
- e. Inadequate planning and resource allocation for clinical experience are necessary to ensure optimal student safety and supervision.
- f. Non-utilisation of students' evaluations of teaching and learning to improve curriculum delivery.
- g. Limited infrastructure to accommodate the increasing student population.

2.1.3 Research, Consultancy and Community Engagement

KUHeS has a vibrant research programme with a large network of local and international collaborators. The majority of the research programs at KUHeS are funded by international agencies. The University established the Research Support Centre as a hub for research management and coordination. By contrast, there is no robust structure for the management of consultancy and community engagement services. Hence, the provision of these services is poorly documented. Several factors negatively affect implementation research, consultancy, and community engagement services, including the following:

- a. Inadequate critical mass of skilled faculty members to undertake research, consultancy, and community engagement programmes.
- b. Regulatory and institutional red-tape that delays approval of research projects.
- c. Overburden faculty members who are unable to commit 30% of their time to research, as per KUHeS academic policy.
- d. Sub-optimal implementation of research training program for academic staff, with limited opportunities for doctoral and postdoctoral training.

2. THE DEVELOPMENT OF THE KUHeS STRATEGIC PLAN

2.1 Emerging Strategic Issues

- e. Few academic staff with PhDs at the professional level.
- f. Lack of research and consultancy mentorship programs for early career academic staff.
- g. Uncoordinated institutional resource mobilisation program for research and consultancies.
- h. Lack of marketing, and communication strategies for research and consultancies.
- i. Inadequate financial resources for support implementation of the core functions of the Research Support Centre, including grant management.
- j. Limited capacity and opportunities among clinical and nursing disciplines enable them to undertake research, innovation, and consultancy.
- k. Lack of an institutional research agenda and strategies that align with national research priorities.
- l. Poor implementation of existing institutional Research and Consultancy Policy to support research and innovation within academic departments.

2.1.4 ICT services

In this Strategic Plan, Information and Communication Technology (ICT) stands as the paramount driving force, propelling KUHeS towards unprecedented heights of efficiency, innovation, and competitiveness. Recognising the transformative potential of ICT, we aim to strategically integrate cutting-edge technologies across all aspects of our operations. From streamlined communication channels to data-driven decision-making, ICT serves as a linchpin, catalysing the university's growth and agility. By fostering a culture of digital literacy and investing in robust technological infrastructure, we envision a future in which ICT not only optimises existing processes but also unlocks new avenues for growth and resilience. Through this intentional alignment, we position ourselves to harness the full spectrum of opportunities presented in the digital era, ensuring sustained success in an ever-evolving landscape.

2.1.5 Financial resources

The main sources of KUHeS income are government subsidies, tuition fees, and research overhead fees. Malawian undergraduate fees are heavily subsidised by the government, whereas undergraduates international students, private students, and all postgraduate students pay the full economic cost of the fees. KUHeS recovers at least 10% of the research project's total budget as overhead fees. Nevertheless, KUHeS is unable to fully finance its budget every year. The main factors contributing to inadequate finances are as follows:

- a. Government subventions stagnated despite increased intake by undergraduate students and spiralling operational costs.
- b. A limited number of international students can pay international fees at premium rates.
- c. Inability to enrol an adequate number of private students to pay full economic fees.

- d. Weak capacity for resource mobilisation
- e. Inability to fully raise funds from externally funded research and capacity-building projects because of suboptimal adherence to donor reporting requirements.
- f. High travel expenses are incurred by faculty members who perform academic activities across multiple campuses.
- g. Lack of protected time for faculty to engage in income-generating activities such as research projects and consultancies.
- h. Limited enforcement of the Research and Consultancy Policy on recovery of overhead fees
- i. Inadequate implementation of fee-paying short-term training programs.

3.1.6 Student and staff welfare services

KUHeS aspires to establish a conducive teaching and learning environment for students supported by a highly talented and motivated faculty. Although KUHeS has made substantial investments in infrastructure and equipment, there are some challenges to the quality of its teaching and learning. The main contributing factors include the following:

- a. High academic workload for faculty and students with limited time available for recreational activities.
- b. Overreliance on didactic teaching and learning approaches and the limited use of self-directed learning.
- c. Significant stress levels among students, particularly those with limited financial resources for their upkeep.
- d. Limited investment and support for sports and recreational facilities to meet the needs of ever-increased body of students and faculty.

3.1.7 Partnerships and Networking

KUHeS endeavours to create and strengthen local and international partnerships and networks that add value to the quality of its teaching, learning, and research. Several research institutes have established semi-autonomous hubs for research collaboration. It has also devised various communication and engagement strategies to showcase potential local and international partners' capacities and strengths to engage in collaborative projects aimed at addressing specific health-related challenges. However, KUHeS recognises deficiencies in the breadth and quality of its partnerships and networks as a result of several factors, including:

- a. Inadequate implementation of policies to evaluate the potential value of partnerships.
- b. Inadequate mechanisms exist for institutionalising partnerships.
- c. Limited protected time for meaningful engagement of faculty, academics, and research partnerships.
- d. Limited marketing and engagement skills and resources to attract value-adding networks and partnerships.

2. THE DEVELOPMENT OF THE KUHeS STRATEGIC PLAN

2.1 Emerging Strategic Issues

- e. Inadequate grant management skills lead to suboptimal compliance with donor requirements.
- f. Insufficient mentorship programs for early career faculty members in research and grantsmanship.
- g. Suboptimal implementation of existing resource mobilisation, marketing, and communication strategies.



Figure 7. Architectural Splendour of the Chiphangei Library and Learning Resource Centre at Mahatma Gandhi Campus, Blantyre



**THE KUHeS
BUSINESS
LANDSCAPE**



3. THE KUHeS BUSINESS LANDSCAPE

To develop this Strategic Plan, SWOT and PESTLE analyses were conducted at both COM and KCN. The results of the SWOT Analysis, showing the strengths, weaknesses, opportunities, and threats of the two colleges, appear in Annexes I and II, and inform the content of this Strategic Plan.

KUHeS can develop strategies to capitalise on opportunities, mitigate threats, and address weaknesses to enhance its reputation, ensure financial stability, and provide quality education despite external challenges. Conducting PESTLE and SWOT analyses can provide valuable insight into these issues. Addressing significant challenges such as the reputation and public perception of KUHeS, funding uncertainties, socio-political turbulence, climate change-related natural calamities, Internet accessibility for students, and Malawi's commitment to the Malawi Research and Education Network (MAREN) requires a comprehensive strategy. Below is a PESTLE analysis conducted at the two colleges, which also informs the formulation of this Strategic Plan. **Annexes 1 and 2** present the SWOT and PESTLE analyses conducted at the two colleges, which also inform the formulation of the Strategic Plan.





4. VISION, MISSION AND CORE VALUES

4.1 Vision Statement

A world-class university and centre of excellence in health education, research, and innovation.

4.2 Mission Statement

To advance knowledge, professional competencies, skills, and innovations in health sciences through high-quality student-centred and innovative education and research that responds to and influences global global/national policy, health, and development needs in an efficient, sustainable, and result-oriented manner.

4. VISION, MISSION AND CORE VALUES

4.3 Core Values

KUHeS is guided by the following core values that are shared to achieve excellence.

Care: The University believes that client-centred service delivery is central to the provision of academic services that meet the needs of students and society. This requires incorporating the views of all the key stakeholders when designing, implementing, and evaluating academic programs. The University will prioritise empathy, compassion, and support for the well-being of our community members.

Entrepreneurship: The University seeks to inculcate a culture of self-reliance among faculty and students to bring about innovations that transform the health and education sectors. The University will foster a culture of creativity, risk-taking, and initiative to drive innovation and transformative change. **Excellence:** The University will strive to meet or exceed prescribed standards when discharging its core functions.

Freedom of thought and expression: To spur innovations and promote mindset change, the University shall safeguard freedom of thought and expression, as permitted in the Constitution of Malawi, and allow individuals to hold and express their opinions, beliefs, and ideas without fear of censorship, punishment, or discrimination.

Innovation: The University shall invest in ventures that support the discovery and communication of breakthrough and foundational ideas that bring about positive transformation in society.

Integrity: The University shall inculcate and promote a culture of honesty, fairness, respect, and strict adherence to professional and scholarly ethics standards among staff and students.

Self-directed Learning: The University shall promote the use of available and emerging technologies and resources to promote continuous self-directed learning among students and staff so that they are able to address societal needs in a constantly changing environment.

Professionalism and Ethics: The University shall promote professionalism and ethics. These standards of conduct and moral principles govern individuals' behaviour in a professional context.

Respect for diversity: Consistent with the non-discrimination provisions of the Malawi Constitution, the University shall serve and treat everyone equally regardless of ethnicity, creed, gender, or any other social characteristic and ensure that no one is left behind in the pursuit of academic excellence and innovation.

Teamwork: The University shall promote multi- and interdisciplinary collaboration when discharging its core function to ensure high-quality and timely outputs that meet the aspirations of students, clients, and society.



Figure 8. KUVE'S Students Celebrating their Achievements.

4. VISION, MISSION AND CORE VALUES

4.4 Pillars and Strategic Objectives

The overall strategic objective of the University is to competitively impart knowledge and produce transferrable skills by engaging in teaching and learning, research, consultancy and application of knowledge, skills and aptitudes to meet professional needs of society at national, regional and global levels.

Each pillar is strategically aligned with specific objectives to ensure cohesive progress towards our overarching goals. By mapping the objectives onto the respective pillars, the logical framework establishes a linkage between the pillars, strategic objectives, and desired outcomes. The Logical Model Matrix (see Appendix 3) serves as a foundational blueprint, delineating the intricate interplay between pillars, strategic objectives, strategies, and outcomes. By meticulously outlining the logical connections between inputs, activities, outputs, outcomes, and impacts, the matrix provides a comprehensive framework for assessing the plan's efficacy and guiding informed decision making. It facilitates a systematic approach to monitoring and evaluation, allowing stakeholders to track progress, identify potential bottlenecks, and recalibrate strategies as needed. Moreover, the Logical Model Matrix fosters transparency and accountability, enabling stakeholders to align their efforts, allocate resources judiciously, and maximise the plan's impact on advancing knowledge, fostering understanding, improving health outcomes, and promoting sustainability. Ultimately, this tool empowers organisations to navigate complex challenges with clarity and purpose, driving meaningful progress towards their overarching goals. In addition, this section provides key performance indicators (KPIs) for monitoring and evaluating the performance of each strategic objective. Annex 4 presents the outcome performance indicators.

These metrics are used to assess the effectiveness and success of a particular project, program, or initiative. These indicators provide tangible measures of progress and achievement towards predetermined goals and objectives. By tracking outcome performance indicators, KUI-HeS evaluates the impact of its actions and interventions, identifies areas for improvement, and makes informed decisions to optimise outcomes. Table 2 provides a bird's-eye view of the pillars, strategic objectives, and specific strategies.

Table 1: Pillars, Strategic objectives and Specific strategies

PILLAR	STRATEGIC OBJECTIVE	SPECIFIC STRATEGIES
Pillar 1: Teaching and Learning	To improve the capacity and quality of training at KUHeS by 90% within the next 10 year.	<ol style="list-style-type: none"> 1 Increase the number of students enrolled into programs at KUHeS 2 Improve the quality of enrolled and graduating candidates. 3 Improve the availability of skilled and competent staff to plan and deliver teaching programs 4 Improve the quality of course content of the programs delivered at KUHeS. 5 Improve the quality of course content of the programs delivered at KUHeS 6 Improve the teaching and learning methods 7 Improve assessment for students at KUHeS 8 Modernise teaching and learning facilities 9 Enhance the quality of the teaching and learning Environment.
Pillar 2: Research, Innovation and Consultancy	To increase 90% of research, innovation and consultancy output within 10 years.	<ol style="list-style-type: none"> 1 Strengthen the Enhance research environment capacity for KUHeS staff and students, and research affiliates 2 Enhance research capacity for KUHeS staff and students, and research affiliates. 3 Enhance innovation capacity among staff, students, research affiliates and community 4 Strengthen consultancy services 5 Build capacity of faculty to facilitate Industrialization of research outputs
Pillar 3: Health Services and Community Outreach	To increase the participation rate in outreach and awareness initiatives organised by KUHeS by 90% within 10 years.	<ol style="list-style-type: none"> 1 Promoting access to quality health services at facility and community levels and promoting community participation in driving adoption and uptake of positive social and political norms and practices by 2033. 2 KUHeS to provide a conducive environment for community engagement activities by 2033. 3 Provide a conducive environment for health services facilities improvement and establishments by 2033.

4. VISION, MISSION AND CORE VALUES

PILLAR	STRATEGIC OBJECTIVE	SPECIFIC STRATEGIES
Pillar 4: Financial Management and Resource Mobilisation	To provide outstanding financial and business management expertise and be able to meet at least 50% of the University's operating expenses from internally generated resources by 2029.	<ol style="list-style-type: none"> 1 Provide integrated financial reports 2 Promote Solvency and Liquidity 3 Increase revenue generation by at least 10% annually <p>Reduce wastage of financial resources annually</p>
Pillar 5: Governance and Management	To achieve 100% functionality of governance, management structures, and University functions within 10 years.	<ol style="list-style-type: none"> 1 Establish and operationalize governance and management structures of the University 2 Streamline decision making and approval processes and improve efficiency 3 Intensely corporate social responsibility activities
Pillar 6: Partnerships and Networking	To establish new partnerships and enhance 90% effectiveness of existing alliances by 2034.	<ol style="list-style-type: none"> 1 Establish effective and sustainable partnerships with local, national, or international research organisations, agencies and governments. 2 Promote beneficial relationships with prospective students, current students, alumni, and donors. 3 Promote interdisciplinary, cross-school, cross-section, staff-staff engagement and collaboration.
Pillar 7: Student Welfare	To increase student satisfaction rating by 85% through targeted support services and initiatives within 10 years.	<ol style="list-style-type: none"> 1 Develop world-class learning, enabling and nurturing environment 2 Improve students' general health and psychosocial support services 3 Improve students' resource mobilisation 4 Establish a functional students' governance system 5 Incorporate hands-on entrepreneurial experiences in programmes

PILLAR	STRATEGIC OBJECTIVE	SPECIFIC STRATEGIES
Pillar 8: Staff Welfare	To promote staff welfare by achieving a 75% increase in overall staff satisfaction through enhanced support programs and resources within 10 years.	<ol style="list-style-type: none"> 1. Create conducive employment working conditions 2. Strengthen cooperation among employees 3. Develop an appropriate staff wellness environment and infrastructure 4. Develop effective conflict resolution grievance handling mechanisms 5. Provide career progression strategies

Each of the eight pillars serves a critical purpose in ensuring the institution's success and fulfilment of its mission. To fulfil its mission, the University performs its functions by focusing on the eight interrelated thematic areas (pillars) outlined in **Table 2**.



4. VISION, MISSION AND CORE VALUES

Table 2: Strategic Pillars and Rationales

	Strategic Pillar	Rationale
1	Teaching and Learning	Universities exist primarily to educate and prepare individuals for their future careers and contributions to society. Teaching and learning activities are at the core of this mission, providing students with the knowledge, skills, and competencies they need to succeed academically, professionally, and personally.
2	Research, Innovation and Consultancy	Universities are Centres of knowledge creation and dissemination. Research activities drive innovation, advance the boundaries of human understanding, and contribute to solving complex societal challenges. Consultancy services allow the University to apply its expertise to real-world problems, benefiting both the community and the institution.
3	Health Services and Community Outreach	Universities often have a responsibility to promote the health and well-being of their communities. Providing health services, conducting outreach programmes, and engaging with local communities not only fulfil this responsibility but also enhance the University's reputation and contribute to societal development.
4	Financial Management and Resource Mobilization	Effective financial management is essential for the sustainability and growth of the University. Proper allocation of resources, strategic budgeting, and revenue generation activities ensure that the institution can fulfil its mission while maintaining financial stability. Resource mobilisation efforts help secure funding for research, infrastructure development, and other initiatives.
5	Governance and Management	Sound governance and management structures are necessary to ensure that the University operates efficiently, transparently, and in accordance with its values and objectives. Effective leadership, decision-making processes, and accountability mechanisms help maintain organisational coherence and foster a culture of excellence.

6	Partnerships and Networking	Collaboration with external stakeholders, including other institutions, industry partners, government agencies, and community organisations, is vital for the University's success. Partnerships provide access to resources, expertise, and opportunities for joint initiatives, research projects, and knowledge exchange, enhancing the University's impact and relevance.
7	Student Welfare	Universities have a duty of care to their students, supporting their academic, personal, and social well-being. Student welfare services, including counselling, health care, housing, and extracurricular activities, contribute to a positive and conducive learning environment, fostering student success and retention.
8	Staff Welfare	The well-being and satisfaction of faculty and staff are essential for maintaining a motivated and productive workforce. Staff welfare initiatives, such as professional development opportunities, health and wellness programmes, and work-life balance policies, enhance morale, retention, and overall organisational effectiveness.



**STRATEGIC
FRAMEWORK**



5. STRATEGIC FRAMEWORK

5. Strategic Framework

The Strategic Framework of KUHeS encompasses three pivotal pillars: training and learning, service delivery, and research. These components are integral to the institution's mission to advance healthcare education, improve service provision, and foster innovative research. However, the successful implementation and progression of this framework are contingent upon navigating various external influences. These influences, often encapsulated within the acronym PESTEL (Political, Economic, Social, Technological, Environmental, and Legal), significantly shaped the operational landscape of KUHeS.

Political Forces: Political dynamics, including government policies, regulations, and funding priorities, have a profound impact on the KUHeS. For instance, changes in healthcare legislation may influence a University's curriculum, research focus, and funding allocation. Political stability or instability can also affect an institution's ability to attract and retain faculty members, secure grants, and forge partnerships with government bodies.

Economic Forces: Economic factors such as funding availability, budget constraints, and healthcare expenditure directly influence KUHeS' operational capacity. Fluctuations in government funding, shifts in healthcare spending patterns, and economic downturns can pose challenges to resource allocation, infrastructure development, and student financial support programmes.

Social Forces: Sociocultural trends, demographic shifts, and community needs play a pivotal role in shaping KUHeS's strategic direction. For instance, evolving healthcare needs, cultural perceptions of health and wellness, and societal expectations regarding healthcare quality and accessibility necessitate continual adaptation and responsiveness from institutions.

Technological Forces: Rapid advancements in healthcare technology, digital innovation, and telemedicine present opportunities and challenges for KUHeS. Embracing emerging technologies enhances teaching methodologies, facilitates research endeavours, and improves health care delivery. However, keeping pace with technological advancements requires substantial investment in infrastructure, faculty development, and curriculum enhancement.

Environmental Forces: Environmental considerations, such as sustainability practices, climate change, and public health crises, profoundly impact KUHeS operations and strategic priorities. For instance, environmental degradation may exacerbate health disparities, necessitating a focus on preventive health care strategies and community engagement initiatives.

Legal Forces: Legal and regulatory frameworks encompassing healthcare laws, accreditation standards, and intellectual property rights shape the institutional landscape of KUHeS. Compliance with regulatory requirements, adherence to ethical guidelines, and safeguarding intellectual property are essential considerations in a university's research, education, and service delivery endeavours.

While KUHeS' strategic framework is centred on training, learning,

service delivery, and research, its successful realisation hinges on effectively navigating the multifaceted influences of political, economic, social, technological, environmental, and legal forces. By proactively addressing these external factors and leveraging opportunities for innovation and collaboration, KUHeS can advance its mission to foster excellence in healthcare education, service provision, and research. **Figure 9** shows the convergence of the KUHeS functions.

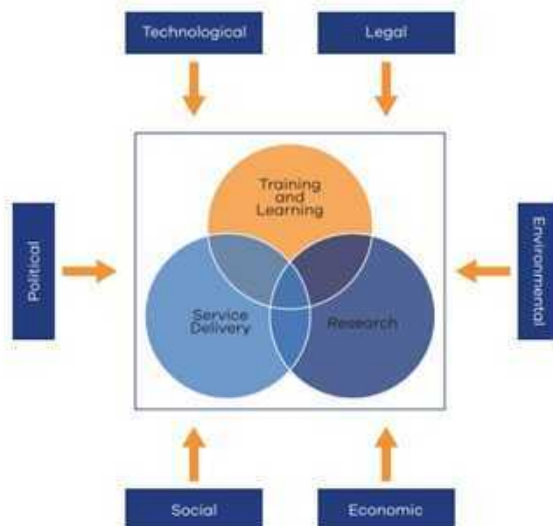


Figure 9: Convergence of KUHeS Functions

5. STRATEGIC FRAMEWORK

5. Strategic Framework

The Strategic Plan also emphasisesemphasizes on the framework of 'People, the Environment, Systems, and Quality Enhancementenhancement'. This is a holistic approach that considers the interplay between individuals, the environment in which they operate, the systems that support their work, and the continuous improvement of quality. By considering the complex interactions between people (studentsStudents, staff, and other stakeholders), the environment, systems, and quality enhancement, KUHeS can create a more cohesive and effective work environment.

People: People are at the heart of any organisationorganization or system. This framework emphasisesemphasizes the importance of understanding and empowering individuals within anthe organisationorganization. It recognisesrecognizes that people are motivated by different factors, and have unique strengths and weaknesses. By fostering a supportive and inclusive environment, organisationsorganizations can maximisemaximize the potential of their workforce and achieve better results.

Environment: The environment in which individuals operate is crucial to their success. This includes the physical environmentenvironments, such as the workplace or community, as well as social and cultural factors. ThisThe framework recognisesrecognizes that the environment can have a significant impact on people's behaviour and performance. Organisations can promote employee well-being and productivity by creating a positive and healthy environment; organisations can promote employee well-being and productivity.

Systems: Systems refer to the processes, structures, and technologies that supportthe work of individuals withinanorganisationorganization. This framework emphasisesemphasizes the importance of efficient and reliable systems forin achieving organizational goals. By implementing effective systems, organisationsorganizations can streamline operations, reduce errors, and improve their overall performance.

Quality enhancement: Quality enhancement is an ongoing process involvingof continuous improvement. This framework recognisesrecognizes that organisationsorganizations must constantly strive to enhance their products, services, and processes to meetthe changing needs of their stakeholders. By prioritisingprioritizing quality enhancement, organisationsorganizations can increase customer satisfaction, reduce costs, and remainstay competitive in the marketplace.

Therefore, the Strategic Framework has three outcome-level results grouped into under eight Strategic Pillars. These Outcomes broadly capture the results expected from the joint efforts of University Management alongside the actions of schools, staff, and other partners. KUHeS is committed to prioritising the following from 2024 to 2034.

Strategic Priority 1: Teaching and Learning by addressing costing, access and delivery challenges to improve the capacity of KUHeS to

produce health professionals

Strategic Priority 2: Research, Innovation and Consultancy aimed at improving the research environment and capacity for KUiHeS staff, students, and research affiliates.

Strategic Priority 3: Health Services and Community Outreach by increasing the participation rate of outreach initiatives that lead to positive (health) social and behavioural changes in the community; establishing a structured framework and infrastructure; and creating an environment that encourages active participation and involvement of the community in various initiatives and activities.

Strategic Priority 4: Financial Management and Resource Mobilization; to increase the proportion of operational expenses, up to 50% funded by own generated income in 10 years.

Strategic Priority 5: Governance and Management, planned to achieve 100% functionality of governance, management structures, and University functions.

Strategic Priority 6: Partnerships and Networking; to establish new partnerships and enhance 90% effectiveness of existing alliances.

Strategic Priority 7: Student Welfare by increasing student satisfaction rating by 85% through targeted support services and initiatives within 10 years.

Strategic Priority 8: Staff welfare; to increase overall staff satisfaction through enhanced support programs and resources.

The above eight Strategic Priorities are aimed at addressing the main underlying barriers to enabling the University to become a world-class university and the centre of excellence in health-related education, research, and innovation. See Annex 5 for a detailed strategic framework. The following strategic pillars were identified:

- Pillar 1:** Teaching and Learning
- Pillar 2:** Research, Innovation and Consultancy
- Pillar 3:** Health Services and Community Outreach
- Pillar 4:** Financial Management and Resource Mobilization
- Pillar 5:** Governance and Management
- Pillar 6:** Partnerships and Networking
- Pillar 7:** Student Welfare
- Pillar 8:** Staff Welfare

5. STRATEGIC FRAMEWORK

5.1 Pillar 1: Teaching and Learning

Pillar 1: Teaching and Learning

One of the objectives of the MOH Health Sector Strategic Plan III (HSSP III) is to improve the availability of competent and motivated human resources for effective, efficient, and equitable quality health service delivery. Consequently, one of the key functions of KUHeS is to address the shortage of skilled health care personnel in healthcare. Hence, KUHeS is committed to consistently enhancing the quality of healthcare training and to raising the challenge presented by the acute need for a diversity of well-trained health personnel.

Malawi has a deficit in the number of quality-trained healthcare health workers with sufficient skills to provide quality holistic healthcare health care to the public. In 2020, the population to health worker ratio was 2.85 health workers per 1,000 population, falling short of the WHO target of 4.45 per 1,000. Currently, health training institutions in Malawi produce 3000 graduates per year. This resulted in a reduction in the vacancy rate from 60% to 51% over five years. At this rate, it would take 50 years to reduce the vacancy rate to zero if all the other factors remain the same. This requires heavy investment in the enrolment of large numbers of skilled health professionals, who are leaders, planners, managers, champions, advocates, trainers, researchers, and providers of quality and holistic health services that meet local and international standards and contribute to the achievement of local and international strategic goals.

KUHeS will therefore invest in the upgrading the teaching and learning infrastructure, employing modernised teaching methods, and aligning the curricula with professional standards to improve the numbers and quality of trained personnel. Additionally, KUHeS will invest in enhancing the learning experience by incorporating digitalisation and implementing the ODeL strategy, and by actively recruiting qualified and talented academic staff members to improve the teacher-to-student ratio. **Figure 10** shows the SWOT analysis for the Teaching and Learning strategic pillar.



Figure 10: SWOT Analysis for the Teaching and Learning Strategic Pillar



Figure 11: Teaching and Learning in Action - Professor Engaging with KUHS Students

5. STRATEGIC FRAMEWORK

Table 3: Teaching and Learning Strategic Outcome, Specific Outcome, Strategic Objective and Strategies







5. STRATEGIC FRAMEWORK

5.2 Pillar 2: Research, Innovation and Consultancy

Pillar 2: Research, Innovation and Consultancy

There is a general lack of locally generated evidence from research to inform policy direction in Malawi. However, over the years, KUHeS has attempted to bridge this gap. KUHeS' research informed the policy of the World Health Organization. Some of the key contributions are: Research on HIV/AIDS which informed policy on Prevention of Mother to Child Transmission of HIV (PMTCT); Research on Malaria-influenced Malaria influenced guidelines and policy, e.g. Blantyre Coma Scale, Malaria Retinopathy, and changes in treatment guidelines for malaria. The institution has also attained global recognition for its research work, and has enjoyed good income streams owing to the quality of its research activities. Some of the factors that have contributed to such strides include the existence of a Research Support Centre, the establishment of research centres, and a network of international research collaborations with substantial external funding. However, the University faces important challenges, including, but not limited to, suboptimal implementation and monitoring of Research and Consultancy policy, inefficient grant management systems, limited structures for policy translation, and limited domestic research funding. A University's capacity to develop turnaround strategies cannot be underestimated. The University will now aim to build on past achievements and continue to strategically influence policies within the health sector through research that addresses local health problems. Health professionals, in collaboration with local communities and policymakers, will identify and prioritise health problems for research in line with the National Research Agenda and the National Health Research Agenda II (2023-2030). KUHeS will leverage available opportunities, including the newly established Science and Technology Fund coordinated by the National Commission for Science and Technology (NCST), and the availability of research training grants. Through this strategic plan, KUHeS sought to strengthen its R&D capabilities. The University will also strive to mobilise resources to finance its research activities. Universities should nurture and continue to strengthen their research enterprises and create a conducive research environment. The University will strengthen its Research Support Centre and implement a strategic approach to prioritise research in areas that will shape and enhance healthcare in Malawi and globally. **Figure 12** shows the SWOT analysis for strategic Research, Innovation and Consultancy pillars.



Figure 12: SWOT Analysis for the Research, Innovation and Consultancy Strategic Pillar



Figure 13: Exemplifying Practical Excellence – Students Engaged in the State-of-the-Art Laboratory

5. STRATEGIC FRAMEWORK

Table 4: Research, Innovation and Consultancy Strategic Outcome, Specific Outcome, Strategic Objective and Strategies

PILLAR 3: RESEARCH, INNOVATION AND CONSULTANCY					
STRATEGIC OUTCOME: IMPROVED HEALTHCARE OUTCOMES IN MALAWI					
SPECIFIC OUTCOME: INCREASE RESEARCH OUTPUTS THAT POSITIVELY IMPACT ON LOCAL AND INTERNATIONAL HEALTH POLICY AND HEALTH CARE DELIVERY					
Strategic Objective: To increase 50% of research, innovation and consultancy output within 10 years.					
Strategy 3.1: Enhance research environment capacity for KUMC staff and students, and research affiliates					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Develop and implement KUMC Research Agenda	KUMC Research Agenda developed and implemented	0	1	2025	Director of Institute of Postgraduate Studies and Research
Allocate at least one percent of income for research	Percentage of total income allocated to research	50%	100%	2026	VC
Institute electronic research management systems	Electronic research management system instituted	0	4	2034	Head of Research and Innovations
Strengthen the infrastructural capacity of the Research Support Centre	Research Support Centre operational	5%	100%	2034	VC
Strategy 3.2: Enhance research capacity for KUMC staff and students, and research affiliates.					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Strengthen the human capacity of the Research Support Centre	Research Support Centre staff operational	5%	100%	2034	VC

Increase the number of research trainings	Number of research trainings conducted	21	100	2034	Research Support Centre Training Coordinator
Implement research mentorship programme	Research mentorship programme implemented	0	10	2026	Director of Institute of Postgraduate Studies and Research
Strategy 2.3: Enhance innovation capacity among staff, students, research affiliates and community					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Develop the Intellectual Property policy	Intellectual Property Policy developed	1	1	2024	Director of Institute of Postgraduate Studies and Research
Set up Intellectual Property Office	Intellectual Property office established	0	1	2025	VC
Create knowledge translation office	Knowledge Translation Office introduced	0	1	2025	Director IPSR
Create awareness among staff, students, research affiliates and the community on Intellectual Property-related issues	Number of awareness campaigns conducted for staff, students, research affiliates and community	0	10	2034	Director IPSR
Introduce a reward system that is over and above the current that recognizes innovative ideas	A rewards system introduced to recognize innovative ideas	0	1	2025	VC
Strategy 2.4: Strengthen consultancy services					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Set up consultancy management office	A consultancy management office established	0	1	2025	Director IPSR

5. STRATEGIC FRAMEWORK

Build capacity among early career faculty to conduct consultancy services	Number of early career faculty expatriated	0	10	2024	Director IPGR
Allocate protected time for staff to conduct consultancies	Number of staff allocated time to conduct consultancies	0	50	2027	Director IPGR
Strengthen systems to provide oversight for consultancies	Strengthened system to provide oversight for consultancies	0	1	2025	Director IPGR
Introduce incentives to motivate people to declare consultancies	Number of people incentive to declare consultancies	0	All staff	2024	Director IPGR
Develop and implement the Research and Consultancy Policy	Research and Consultancy Policy developed and implemented	0	1	2026	Director IPGR
Review consultancy capacity and introduce improvements	Consultancy capacity reviewed and improvements made	0	10	2026	Director IPGR
Market the available capacity within IUIH to conduct consultancies	Capacity to conduct consultancies marketed	0	10	2027	Director IPGR
Strategy 2.5: Build capacity of faculty to facilitate industrialisation of research outputs					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Develop a spin-off policy	Spin-off policy developed	0	1	2026	Director IPGR
Create incubation hubs	Number of Incubation Hubs created	0	1	2026	Director IPGR

Identify financing mechanisms for spin-offs	Number of Financing mechanisms for spin-offs identified	0	4	2025	Director PSR
Build human capacity in innovation	Number of people trained in innovation	0	All staff	2034	Director PSR
Commercialise innovations	Number of innovations commercialised	0	5	2034	Director PSR

5. STRATEGIC FRAMEWORK

5.3 Pillar 3: Health Services and Community Outreach

Pillar 3: Health Services and Community Outreach

KUHeS is committed to providing advanced healthcare services within local communities through its clinics, boasting a team of competent and extensively trained healthcare professionals. Despite these strengths, KUHeS grapples with challenges related to infrastructure development and technological innovation, hindering its ability to offer cutting-edge health care solutions to its community. Recognising the importance of staying ahead in the dynamic healthcare landscape, KUHeS pledges to enhance its existing health infrastructure and set new standards for others to follow. Embracing technological advancements will be central to this endeavour, ensuring that the delivery of healthcare services remains of the highest quality. In its quest to adapt and excel in the ever-evolving healthcare sector, KUHeS has committed to establishing robust feedback mechanisms within the community, allowing for continuous performance evaluation and improvement. This proactive approach will cultivate a culture of excellence and drive positive transformation in healthcare delivery across Malawi. Figure 14 shows the SWOT analysis for the Health Services and Community Outreach pillar.



Figure 14 SWOT Analysis for the Health Services and Community Outreach Strategic Pillar



Figure 10: KLMH Staff Embarking on Community Outreach Initiatives and Outreach Activities

5. STRATEGIC FRAMEWORK

Table 5: Health Services and Community Outreach Strategic Outcome, Specific Outcome, Specific Objective and Strategies

PILLAR 3: HEALTH SERVICES AND COMMUNITY OUTREACH					
STRATEGIC OUTCOME: IMPROVED QUALITY OF CLIENT - CENTRED HEALTH SERVICE DELIVERY					
SPECIFIC OUTCOME: INCREASED PARTICIPATION RATE OF OUTREACH INITIATIVES AND BRINGING ABOUT POSITIVE HEALTH, SOCIAL AND BEHAVIOURAL CHANGE IN THE COMMUNITY					
<p>Strategic Objective: To increase the participation rate in outreach and awareness initiatives organised by KUMHS by 90% within 10 years.</p> <p>Strategy 3.3: Promoting access to quality health services at facility and community levels and promoting community participation in driving adoption and uptake of positive social and political norms and practices by 2034.</p>					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Establish a Community Service/ Engagement Office	Community Service/ Engagement Office established	0	100%	2024	DVC
Improve systems to make them more responsive to the community's needs	Systems that are responsive to community needs are established and improved	0	95%	2024	UR's Office
Develop Standard Operating Procedures (SOPs) for community engagement	Standard Operating Procedures (SOPs) for community engagement developed	0	100%	2024	DVC
Introduce awards for community service and engagement	Awards for community service and engagement introduced	0	100%	2024	VC
Introduce structured time for community engagement in all curricula	Structured time for community engagement in all curricula introduced	0	95%	2027	DVC
Improve transport for community outreach and engagement	Transport for community outreach and engagement improved	0	90%	2030	UR office

Strategy 3.3: KPIs to provide a conducive environment for community engagement activities by 2034.					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Engage communities and stakeholders based either on research themes of the University or emerging needs	Communities and stakeholders based either on research themes of the University or emerging needs engaged	0	70%	2026	ED Global Health
Provide community based facilities for students community activities	Opportunities for students to conduct research and other community activities provided	0	90%	2025	DSA Office
Create community-based platforms for the designing of human-centered health interventions	Community based platforms created	0	90%	2025	DSA Office
Establish and launch outreach Clinics	Number of outreach clinics established and launched	0	1 per designated community	2027	DSA Office
Conduct review meetings/seminars with stakeholders annually	Review meetings or seminars with stakeholders annually based on the activities conducted	0	100%	2025	DVC Office
Strategy 3.3: Provide a conducive environment for health services facilities improvement and establishments by 2034.					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Improve on the Health Services Clinics/hospitals by providing them with modern technology equipment	Modern technology equipment provided to improve the existing health services clinics	UNIMA (KCH & COM)	90% of modern technology equipment supplied	2025	UII office, ED School of Medicine and ED School of Nursing
Establish and launch health education outreach services	Number of health education services outreaches established and launched	0	2 per campus	2025	DVC, ED (SCHL ED (SMOH)

5. STRATEGIC FRAMEWORK

5.4 Pillar 4: Financial Management and Resource Mobilisation

Pillar 4: Financial Management and Resource Mobilisation

KUHeS streamlines existing processes to ensure that they are simple, efficient, and cost-effective. The use of technology such as the transfer of electronic funds and accounting software has enhanced the current process. This will lead to the development of a sustainable financial model and achieve strong business performance. The National Health Financing Strategy (2023-2030) was developed to address the challenges among others to improve domestic resource mobilization and improve resource allocation to high-impact interventions which for KUHeS is training health professionals. Currently, KUHeS generates 40% of its income, while 60% comes from government subventions. KUHeS aims to reverse this trend, generating 60% of the income. KUHeS will broaden its income base by introducing new sources of funding and income-generating activities in line with its vision. **Figure 16** shows the SWOT analysis for the Financial Management and Resource Mobilisation pillars.



Figure 16: SWOT Analysis for the Financial Management and Resource Mobilization Strategic Pillar



Figure 17: KURMS in Fund Raising Initiatives for the Annual Research Dissemination Conference

5. STRATEGIC FRAMEWORK

Table 6: Finance Management and Resource Mobilisation Strategic Outcome, Specific Outcome, Strategic Objective and Strategies

PILLAR 4: FINANCIAL MANAGEMENT AND RESOURCE MOBILISATION					
STRATEGIC OUTCOME: Efficient Finance, Sustainability and Operations, Resource					
SPECIFIC OUTCOME: EFFICIENT FINANCIAL MANAGEMENT AND SUSTAINABLE, ROBUST RESOURCE MOBILISATION					
Strategic Objective: To provide outstanding financial and business management expertise and increased proportion of operational expenses, up to 50% funded by own-generated income by 2026					
Strategy 4.1: Provide Integrated Financial Reports					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Automate manual processes and systems	Timely and accurate Financial Reports produced and approved	30%	60%	2026	DFI
Timely reporting of financial reports to all key stakeholders	Management, financial reports as per reporting framework	10%	100%	2026	DFI
Produce Management, environmental, and social reports	Environmental and social shortcomings addressed and reports.	0	90%	2026	DFI
Strategy 4.2: Promote Solvency and Liquidity					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Maximise all existing revenue streams	Revenue streams maximised	10%	80%	2027	DFI
Develop forward-looking financial management statements, e.g., a long-term capital plan, 12-month forecast liquidity and cash flow statements for addressing the University's solvency and liquidity challenges	The ratio of assets to liabilities is greater than one	30%	90%	2026	DFI
Ensuring sufficient liquidity	Long term capital plan finalized	30%	90%	2026	DFI
Strengthening of financial and internal controls	The ratio of short-term funds to short-term obligations is greater than one, financial and internal controls strengthened	40%	80%	2027	DFI

Strategy 4.3: Increase revenue generation by at least 10% annually					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Develop and implement a comprehensive resource mobilisation strategy	Resource Mobilisation Strategy document developed and implementation started	None	100%	2025	DFI
Increasing economic fee-paying students' intake both at under and postgraduate levels	Percentage of economic fee-paying students at undergraduate and postgraduate levels	10%	50%	2026	DFI, UR
Increasing ODeL programmes and number of students	E-learning programmes introduced	0	60%	2027	EDs, R
Strengthening staff capacity for proposal writing and grants management for developments	Percentage of staff with capacity for proposal writing and grants management	10%	50%	2028	DFI
Expanding income-generating activities (IGAs) for the University	Number of new income-generating units established	3 IGAs	5	2025	DFI
Establish a Holding Company to enable all SUs to be managed as private companies	Holding Company established	0	1	2025	DFI
Strategy 4.4: Reduce wastage of financial resources annually					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Employ technology in operations to minimise waste, such as the use of paper	Wastage of financial resources reduced annually	10%	70%	2029	DFI
Use smart technologies to minimise water and electricity wastage	Number of Smart technologies adopted	0	60%	2028	DFI, UR
Improve and tighten security on campuses to reduce pilferage	Percentage increase in budgetary allocation for security	10%	15%	2029	DFI, UR
Install security devices in strategic places	Percentage of security devices installed	20%	100%	2034	DFI, R

5. STRATEGIC FRAMEWORK

5.5 Pillar 5: Governance and Management

Pillar 5: Governance and Management

The reasons that UNIMA's delinking gained traction included slow decision-making processes due to the complex management structure, lack of transparency, and unresponsiveness of some key offices. Since the delinking, KUHeS has made significant strides in the implementation of electronic support services to speed up processes and fill in some management positions in line with the Act. However, several significant challenges remain to be overcome. KUHeS will leverage recent advances in IT to increase the transparency of key documents maintained in a central electronic repository to facilitate easy staff access. Further, KUHeS shall develop a streamlined communication plan within the organisation as well as with its partners to ensure an informed community. **Figure 18** shows the SWOT analysis of Governance and Management pillars.



Figure 18: SWOT analysis for the Governance and Management Strategic Pillar



Figure 19: Leadership Cohesion - KAPHEE Council and Management

5. STRATEGIC FRAMEWORK

Table 7: Governance and Management Strategic Outcome, Specific Outcome, Specific Objective and Strategies

PILLAR 4: FINANCIAL MANAGEMENT AND RESOURCE MOBILISATION					
STRATEGIC OUTCOME: Efficient Financial Management and Sustainable Resource Mobilisation					
SPECIFIC OUTCOME: EFFICIENT FINANCIAL MANAGEMENT AND SUSTAINABLE, ROBUST RESOURCE MOBILISATION					
Strategic Objective: To provide outstanding financial and business management expertise and increased proportion of operational expenses, up to 50% funded by own-generated income by 2025.					
Strategy 4.1 Provide integrated financial reports					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Automate manual processes and systems	Timely and accurate Financial Reports produced and published	30%	90%	2026	DFI
Timely reporting of financial reports to all key stakeholders	Management, financial reports as per reporting framework	10%	100%	2026	DFI
Produce Management, environmental, and social Reports	Environmental and social shortcomings addressed and reports	0	10%	2028	DFI
Strategy 4.2 Promote Solvency and Liquidity					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Maximise all existing revenue streams	Revenue streams maximised	30%	90%	2027	DFI
Develop forward-looking financial management statements, e.g., a long-term capital plan, 12 months forecast liquidity and cash flow statements for addressing the University's solvency and liquidity challenges	The ratio of assets to liabilities is greater than one	30%	90%	2028	DFI
Ensuring sufficient liquidity	Long term capital plan finalised	30%	90%	2029	DFI
Strengthening of financial and internal controls	The ratio of short-term funds to short-term obligations is greater than one, financial and internal controls strengthened	40%	90%	2027	DFI

Strategy 4.3 Increase revenue generation by at least 30% annually					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Develop and implement a comprehensive resource mobilisation strategy.	Resource Mobilisation Strategy document developed and implementation started.	None	100%	2025	DFI
Increasing economic fee-paying students' intake both at under and postgraduate levels.	Percentage of economic fee-paying students at undergraduate and postgraduate levels.	10%	50%	2026	DFI, UR
Increasing ODeL programmes and number of students.	E-learning programmes introduced.	0	50%	2027	EDs, R
Strengthening staff capacity for proposal writing and grants management for developments.	Percentage of staff with capacity for proposal writing and grants management.	10%	50%	2026	DFI
Expanding income-generating activities (IGAs) for the University.	Number of new income-generating Units established.	3 IGAs	5	2025	DFI
Establish a Holding Company to enable all billUs managed as private companies.	Holding Company established.	0	1	2025	DFI
Strategy 4.4 Reduce wastage of financial resources annually					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Employ technology in operations to minimise waste, such as the use of paper.	Wastage of financial resources reduced annually.	10%	70%	2029	DFI
Use smart technologies to minimise water and electricity wastage.	Number of Smart technologies adopted.	0	50%	2028	DFI, UR
Improve and tighten security on campuses to reduce pilferage.	Percentage increase in budgetary allocation for security.	10%	15%	2029	DFI, UR
Install security devices in strategic places.	Percentage of security devices installed.	20%	100%	2024	DFI, R

5. STRATEGIC FRAMEWORK

5.6 Pillar 6: Partnerships and Networking

Pillar 6: Partnerships and Networking

Over recent years, KUHeS has developed various communication and engagement strategies to highlight its capabilities and strengths to potential local and international partners for collaborative efforts to tackle specific educational and health challenges. Nonetheless, KUHeS acknowledges shortcomings in the scope and quality of its partnerships and networks due to several issues, such as limited resources in terms of personnel and funding, and the absence of clear guidelines and Terms of Reference (TOR) for establishing partnerships.

In response, KUHeS is committed to forming, enhancing, and maintaining existing and new alliances to increase knowledge- and resource-sharing, aiming for a significant local and international impact, both locally and internationally. These partnerships will include organisations that align with our values from the local, international, corporate, private, and public sectors. Furthermore, KUHeS plans to strengthen and expand its connections with other higher education institutions to foster staff and student exchanges, and collaborative research. **Figure 20** shows the SWOT analysis for partnership and networking strategic pillars.



Figure 20: SWOT Analysis for the Partnerships and Networking Strategic Pillar



Figure 21: Strengthening Bonds: The Malawi-Scotland Partnership

5. STRATEGIC FRAMEWORK

Table 8: Partnerships and Networking Strategic Outcome, Specific Outcome, Specific Objective and Strategies

PILLAR 6: PARTNERSHIPS AND NETWORKING					
Strategic Outcome: Build strong and mutually beneficial relationships					
SPECIFIC OUTCOME: ESTABLISH NEW PARTNERSHIPS AND ENHANCE EFFECTIVENESS OF EXISTING ALLIANCES					
STRATEGIC OBJECTIVE: To establish new partnerships and enhance 30% effectiveness of existing alliances by 2034.					
Strategy K1: Establish effective and sustainable partnerships with local, national, or international research organizations, agencies and governments.					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Create a value-driven framework for identifying and managing local and international collaborations.	A value-driven framework for identifying and managing local and international collaborations created.	0	1	2025	VC
Create policies and processes for streamlining engagement with the University.	Availability of policies and processes for streamlining engagement with the University.	1	2	2025	UR, MDM
Develop guidelines on how to create, enhance and manage affiliations.	Availability of guidelines on how to create, enhance and manage affiliations.	0	1	2025	VC
Create an office to handle external and donor relations.	An office to handle external and donor relations created.	0	1	2025	VC, UR
Build and improve staff capabilities for effective engagement.	Staff training on customer service/ care and stakeholder relationship management.	0	5	2026	VC, UR

Strategy 6.2. Promote beneficial relationships with prospective students, current students, alumni, and donors.

Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Develop a strategic plan and activities for engaging with current and prospective students	Availability of a strategic plan and activities for engaging with current and prospective students	0	1	2025	DOGA, MCM, UR
Establish an Alumni Association Office	An Alumni Association Office established	0	1	2026	UR, DOGA, OFI

Strategy 6.3. Promote interdisciplinary, cross-school, cross-section, staff-staff engagement and collaboration.

Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Identify and strengthen existing interdisciplinary collaborations	Number of existing interdisciplinary collaborations	21	50	2026	DVC, EDs, UR
Develop an internal strategy for vertical and horizontal integration of staff resources	Availability of an internal strategy for vertical and horizontal integration of staff resources	0	1	2025	DVC, EDs, UR, MCM
Establish Common Rooms	Number of Common Rooms established	2	4	2026	VG, DVC, UR
Recognize the development of interdisciplinary and graduate and undergraduate teaching and learning initiatives	Incentives for developing interdisciplinary and graduate and undergraduate teaching and learning initiatives established	0	1	2025	VG, DVC, EDs, UR
Establish an interdisciplinary committee to promote collaboration between staff, and students from different units	Establish an interdisciplinary committee to promote collaboration between staff, and students from different units	0	1	2025	DVC, PSR, EDs

5. STRATEGIC FRAMEWORK

5.6 Pillar 7: Student Welfare

Pillar 7: Student Welfare

The unstable economic situation has contributed to more emotional stress among students, leading to their failure to complete their studies within the stipulated number of years. Although the government loan scheme supports a significant number of students with tuition, financial challenges remain for their upkeep. Therefore, KUHeS will commit to reducing stress among students, including among those with limited financial resources. The University promotes student success by creating a supportive and inclusive environment that prioritises students' well-being and addresses their needs, including the promotion of physical well-being and mental health, academic support, financial assistance, housing and safety, communication and feedback, and student engagement. **Figure 22** shows a SWOT analysis of the Student-Welfare Strategic Pillar.

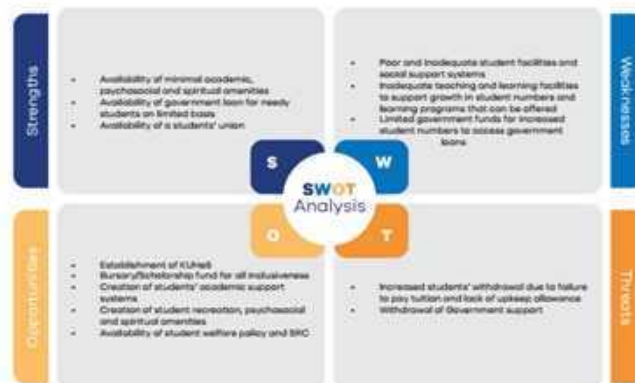


Figure 22: SWOT Analysis of the Student-Welfare Strategic Pillar



Figure 28 Nurturing Academic Transitions - Student Orientation Programs at Kenyatta University of Health Sciences (KUHNS)

5. STRATEGIC FRAMEWORK

Table 9: Student Welfare Strategic Outcome, Specific Outcome, Specific Objective and Strategies

PILLAR 7: STUDENT WELFARE					
STRATEGIC OUTCOME: IMPROVED STUDENT WELFARE STUDENT WELFARE					
SPECIFIC OUTCOME: INCREASE STUDENT SATISFACTION RATING THROUGH TARGETED SUPPORT SERVICES AND INITIATIVES					
Strategic Objective: To increase student satisfaction rating by 85% through targeted support services and initiatives within 10 years.					
Strategy 7i: Develop world-class learning, enabling and nurturing environment					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Establish efficient student academic support services	Efficient student academic support services established	2	3	2025	DSA
Incorporate hands-on entrepreneurial experiences	Practical skills, workshops and seminars organized with local businesses and industry experts	0	4 practical skills workshops and seminars	2025	EDs
Construct adequate, high quality and well-maintained student hostels	Adequate, high quality and well-maintained student hostels constructed	3	6	2034	UR
Increase sports, clubs and extracurricular activities	Number of sports, clubs and extracurricular activities introduced	3	8	2034	DSA, UR, Marketing Manager
Conduct a Students' satisfaction survey	Number of Students' satisfaction survey conducted	0	10	2034	DSA, UR, Marketing Manager

Strategy 72: Improve students' general health and psychosocial support services					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Recruit a University Chaplain	University Chaplain recruited	1	2	2026	HR
Establish psychosocial counselling services for students	Psychosocial counselling services for students established	0	2	2026	DSA
Develop a Student academic and research mentorship program	An Student academic and research mentorship program developed	0	1	2025	DSA, UR
Increase Students' access to health and clinical services	Students' access to health and clinical services increased	30%	100%	2028	DSA
Strategy 73: Improve students' resource mobilisation					
Strategies	Indicator	Baseline	Target	Timeframe	Responsible Person
Establish KUHS Bursary/ Scholarship fund	KUHS Bursary/ Scholarship fund established	0	1	2025	DSA, UR
Apply for funding from external bodies and governments	Funding from external bodies and governments applied	0	1	2026	DSA, UR
Commercialise students' events and products	Students' events and products commercialised	4	6	2025	DSA, UR
Strategy 74: Establish a functional students governance system					
Strategies	Indicator	Baseline	Target	Timeframe	Responsible Person
Establish a Students' Governance System	A Students Governance System established	2	6	2025	DSA, UR
Train Student Representative Council	Student Representative Council trained	0	10	2024	DSA

5. STRATEGIC FRAMEWORK

5.8 Pillar 8: Staff Welfare

Pillar 8: Staff Welfare

At KUHeS, valued and appreciated staff members are productive in the execution of their duties in the quest for life excellence. Previously, staff recognition and support for their welfare had not been clearly spelled out, despite them being the major players at the university. Therefore, KUHeS considers staff to be the most valuable asset for achieving its Vision and Mission. The University offers competitive packages, work conditions, and recreation facilities that improve the biopsychosocial and spiritual well-being of the staff and their families in all situations. The University is committed to providing a conducive environment, support, staff, and children with training. In addition, the University is committed to developing its members to enable them to grow professionally and optimise their maximum potential. **Figure 24** shows the SWOT analysis for the Staff Welfare strategic pillar.



Figure 24. SWOT Analysis for the Staff Welfare Strategic pillar

Table 10: Staff Welfare Strategic Outcome, Strategic Objectives, Specific Objective and Strategies

PILLAR 8: STAFF WELFARE					
STRATEGIC OUTCOME: IMPROVE STAFF SATISFACTION					
SPECIFIC OUTCOME: PROMOTE STAFF WELFARE BY INCREASE IN OVERALL STAFF SATISFACTION THROUGH ENHANCED SUPPORT PROGRAMS AND RESOURCES					
STRATEGIC OBJECTIVE: To promote staff welfare by achieving a 75% increase in overall staff satisfaction through enhanced support programs and resources within 10 years.					
Strategy 8.1: Create conducive employment working conditions					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Establish the Staff Social Welfare Committee	Availability of a Staff Social Welfare Committee	0	1	2024	VC, University Registrar
Implement all relevant Staff Welfare Policies and structures	All KUEI5 Staff Welfare policies developed and implemented	0	1	2025	VC, UR, All staff
Support Staff with the best competitive performance-based packages in the public universities	Best competitive packages offered	0	10 packages	2024	VC, UR, DFI

5. STRATEGIC FRAMEWORK

Support Staff with loans and short-term advances	All Support Staff have access to loans and short-term advances	10%	80%	2034	VC, UR, DR
Strategy 8.2 Strengthen cooperation among employees					
Activities	Indicator	Baseline	Target	Timeframe	Responsible Person
Encourage team building activities such as KJHaf Social day, Hiking and other social activities on all the 3 campuses	Annual reports on 2 staff team-building activities in all the 3 campuses	0	10	2034	All staff, Staff Social Welfare Committee
Put in place amenities for inclusiveness	Availability of social activities inclusive of all	0	10	2034	All staff, Staff Social Welfare Committee
Strategy 8.3 Develop an appropriate staff wellness environment and infrastructure					
Strategies	Indicator	Baseline	Target	Timeframe	Responsible Person
Establish wellness facilities such as prayer room/hotel, common rooms, gymnasium, sports	Availability of wellness facilities in all the 3 campuses	0	3	2034	VC, Registrar, DR, Staff Social Welfare Committee
Establish a baby-sitting centre, creche and nursery	Number of baby-sitting centres, creche and nurseries	0	3	2033	VC, UR, Director of Finance, Staff Social Welfare Committee

Establish a Business Centre for the following facilities (shopping centre, ATM, Food Kiosk etc) to be rented out	Number of business centres established in all the 2 campuses	0	3	2023	VC, UR, DF, Staff Social Welfare Committee
Strategy 8.4: Develop effective conflict resolution grievance handling mechanisms					
Strategies	Indicator	Baseline	Target	Timeframe	Responsible Person
Establish a grievance resolution committee	Number of grievance resolution committees	0	1	2025	VC, UR, All members of the staff
Strengthen usage of all relevant Staff Welfare policies and structures during disciplinary hearings	All relevant Staff welfare policies and structures used when handling staff grievances in use.	0	1	2024	VC, UR, All members of staff
Develop a whistle blowing policy	Whistle blowing policy developed	1	1	2024	VC

An aerial photograph of a campus at dusk or dawn. The image shows several large, interconnected buildings with dark roofs, surrounded by greenery and parking areas. In the background, a range of mountains is visible under a dark, twilight sky. The overall tone is dark and atmospheric.

**STRATEGY
IMPEMENTATION
AND EXECUTION**



6. STRATEGY IMPLEMENTATION AND EXECUTION

6.1 Key Elements of Successful Implementation

In any organisation, what is planned but not executed remains a dream that does not generate results. Planning is the first of the two major strategic management phases. The second phase, which takes the majority of effort and resources, is Execution. Execution is how a strategy comes to life, and is an integral and essential part of strategic management. Execution is of pivotal importance to any organisation in the search for excellence. "A strategic plan is worth little more than the paper on which it's printed. What's vital is executing the plan".

6.1 Key Elements of Successful Implementation

The following key elements must be present for successful implementation of the strategy:

Key Performance Indicators

A truly effective performance measurement system must encompass financial, customer, process, personal, learning, growth and innovative KPIs.

Targets

Each strategic objective should have an associated target. An objective without a target cannot be measured and every objective must be measured.

Measurement System (What gets measured gets done)

A good measurement system allows for simple, quick, and practical views of the execution performance based on dashboards.

Skilled people

The availability of people, especially leaders who understand the essentials and significance of execution, is paramount.

Discipline

Execution demands the highest level of discipline needed for the analysis of KPIs' performance, finding the root causes of problems, and acting on them on a weekly or monthly basis. If a strategy is not periodically measured, analysed, or acted upon, it is not executed.

Accountability and Consequences

Success should be rewarded appropriately through acknowledgement, promotion, and so on. If staff have not proven accountable, and you are reasonably certain that you follow the steps above, it is probable that they are not a good fit for the role and should be released from it.

Top Management Commitment

People pay attention to the behaviour of the Top Management and react accordingly. If top management shows a true commitment to the execution process, it will resonate throughout the organisation, making it clear that execution is the top priority.

6.2 Overarching Actions for Successful Implementation

This Strategy is designed to create a KUHeS with the capability and commitment to deliver its Vision and Mission. It will be an enabler of KUHeS commitment, and Management and Staff will take responsibility for modelling and creating day-to-day experiences to chart the way. It is the Management and Staff who engage in the strategy to make it more realistic.

The following overarching actions are pivotal for successful implementation of the strategy.

- a. **Gain Executive sponsorship and buy-in from the business**
 - i. Without strong executive sponsorship, the cultural and organizational changes required for successful strategy implementation are impossible.
 - ii. Without organizational adoption, the business will not understand the benefits of a change in approach and will likely not participate in or accept upfront investment, in terms of both the time and costs required to achieve success.
 - iii. To gain buy-in at all levels, the strategy must be clearly articulated and understood, costs quantified, and investment agreed upon.
 - iv. Socialise the Executive and key stakeholders to gain buy-in.
- e. **Implement an appropriate governance structure**
 - i. Governance is essential to ensure that all strategic principles, methods, and processes follow.
 - ii. Without governance, there is little chance that the benefits of a strategy will be realised.
 - iii. Create and agree on the KUHeS governance structure following de-linking from the UNIMA.
 - iv. Define governance processes
 - v. Create a plan for implementing the governance structure and implement timely
- f. **Agree on organisational changes and training**
 - i. The full adoption of this strategy may require organisational change.
 - ii. Some organizational changes related to de-linking must be agreed upon and implemented.
 - iii. Regular training is also required for all stakeholders
 - iv. Estimate the level of resources required and the costs, create transition plans
 - v. Execute the transition plan
 - vi. Identify training needs
 - vii. Create a training plan and execute
- h. **Implement Methods and Processes**
 - i. Having the right methods and processes in place to implement and support the strategy (i.e. strategic activity delivery processes, development, analysis, quality, and support) is essential to successfully realising the Vision and Mission.
 - ii. In addition, it is fundamentally important to have methods and processes that closely monitor and proactively manage the progress in strategic activities after deployment.
 - iii. Update/define implementation standards and project management processes to encompass strategy necessities
 - iv. Create identification and justification guidelines/ checklists, and define KPIs and operational metrics



**IMPLEMENTATION
PLAN**



7. IMPLEMENTATION PLAN

Table 11: Implementation Plan for Pillar 1: Teaching and Learning

Implementation Plan Pillar 1: Teaching and Learning							
Strategic Objective: To improve the capacity and quality of training at KVMH by 95% within 10 years.							
No.	Specific Objective	Strategy	Baseline	Responsible Person	Performance Indicator	Means of Verification	Timeline
1	To address the shortage of skilled personnel in health care delivery by 2024	Create open and distance learning (ODL) initiatives	None	DVC EDs	Number of online platforms and resources for remote learning established Number of students using the online platforms and resources for remote learning	Survey reports User reviews and ratings reports Monitoring and evaluation reports	2024
		Develop accelerated or bridge programs for individuals with relevant bachelor's degrees in other fields to transition into healthcare careers	None	EDs HODs	Number of students in or bridge programs developed Number of students enrolled in accelerated or bridge programs	Curriculum development reports Admission reports Program completion reports	2024
		Develop new programmes relevant to the needs of the population	None	DVC EDs	Number of programmes developed	Curriculum development reports	2024
2	To modernize teaching methods by 80% within the next 10 years	Incorporate digital literacy skills in all clinical programmes	None	EDs HODs ICT	Percentage of programmes with digital literacy modules Percentage of students and staff using digital tools effectively	Module development report Survey reports	2024
		Implement digital learning platforms to enhance classroom engagement and administrative processes	None	DVC EDs ICT	Percentage of students' engagement metrics in digital platforms	Survey reports User reviews and ratings reports Monitoring and evaluation reports	2024
		Adopt pedagogical techniques in all programmes	None	EDs HODs	Percentage of programmes using pedagogical techniques	Feedback reports	2024
		Integrate digital literacy	None	Librarian	Number of library services that are digital	Survey report	2024

3	To enhance the quality of teaching and learning by 2024	Acquire institutional accreditation from professional/regulatory bodies	None	VC DVC UR EDs HODs	ICM is awarded	Accreditation certificate	204
		Have all programmes accredited by professional/regulatory bodies	None	DVC UR EDs HODs	Percentage of programmes accredited by professional/regulatory bodies and the NQF	Accreditation Certificate Accreditation Report	204
		Obtain an ISO 9001:2015 institutional certification	None	VC DVC UR EDs	ICM is ISO 9001:2015 certified	ISO 9001:2015 certificate	203
		Strengthen innovative teaching and learning approaches and strategies	20%	EDs HODs TLDC	Number of innovative teaching and learning approaches and strategies	Feedback reports Survey reports	203
		Develop new and innovative based curricula for undergraduate and postgraduate students	None	DVC EDs	Number of course units reflecting competence-based objectives revised and updated	Program Development reports	203
		Develop a Health Education program for teaching staff	None	DVC EDs TLDC	Number of health education program for teaching staff developed	Program development report	203
		Enforce the use of skills laboratory in teaching and learning	None	EDs HODs	Percentage of programmes using skills laboratory in teaching and learning	Feedback reports Attendance register Analysis report	204
		Integrate emerging technologies in teaching and learning	None	EDs HODs	Percentage of programs that incorporated emerging technologies in teaching and learning	Survey reports	203
		Recruit academic staff to align with the staff/student ratio according to regulatory bodies' requirements	None	DVC EDs	Percentage of staff/student departments complying with required staff/student ratio	Recruitment reports Staff-student analysis reports	203
		Develop a framework for attracting and retaining talented students from the University's graduate and PhD programmes	None	DVC EDs	Number of talented students graduating	Number of graduates	203
		Enhance student interaction management systems functionality	None	Registrar ICT	Percentage of students using/ accessing student portal	Survey report Feedback report	204
		Establish a culture of continuous feedback from stakeholders to provide input on teaching and learning experiences and equipping accordingly	None	EDs HODs QAO	Percentage of feedback reports from various stakeholders	Feedback reports	204

7. IMPLEMENTATION PLAN

Table 12: Implementation Plan for Pillar 2: Research, Innovation and Consultancy

Strategy Objective 3: To increase 80% of research, innovation and consultancy output within 10 years.							
No.	Specific Objective	Strategy	Timeline	Responsible Parties	Performance Indicator	Means of Verification	Timeline
A	To enhance research management capacity for skilled staff and students, and research affiliates within 10 years	Develop and implement a Staff Research Strategy	Agreed	Director, Institute of Postgraduate Studies and Research	UKRI Research Agence awarded and implemented	UKRI Research Agence	2023
		Allocate at least 50% of income for research	2	VC	All fees are passed to research, student, staff and research for staff and students (training and support)	Availability of at least one person	2023
		Institute electronic research management systems	2	Head of Research and Innovation	Electronic research management system installed	Functional electronic research management system	2024
		Strengthen the institutional capability of the Research Support Centre	2	VC	Research Support Centre established	Functional Research Support Centre	2024
B	To enhance research capacity for skilled staff and students, and research affiliates	Strengthen the human capacity of the Research Support Centre	2	VC	Research Support Centre staff established	Functional Research Support Centre	2024
		Increase the number of research projects	2-3	Research Support Centre Training Coordinator	Research training increased	Availability of research training records	2024
		Implement research mentorship programme	2	Director of Institute of Postgraduate Studies and Research	Research mentorship programme implemented	Availability of staff under mentorship programme	2023
C	To enhance research innovation capacity among staff, students and research affiliates within 10 years	Develop the Intellectual Property policy	2	Director, Institute of Postgraduate Studies and Research	Intellectual Property Policy established	Approval of policy	2024
		Set up Intellectual Property Office	2	VC	Intellectual Property Office established	Functional Intellectual Property Office	2023
		Create the knowledge translation office	2	Director, Institute of Postgraduate Studies and Research	Knowledge Translation Office established	KTG established and functional	2023
		Create measures linking with industry, research affiliates and the community an Intellectual Property related event	2	Director, Institute of Postgraduate Studies and Research	Academic copyright consultation for staff, students, research affiliates and community	Availability of copyright consultation	2024
		Introduce a research awards for teaching excellence	2	VC	A research award introduced to recognise excellence	Availability of Research System	2023

B	To strengthen research service provision	Set up consultancy management office	0	Director, Institute of Postgraduate Studies and Research	A consultancy management office established	Functional Consultancy Management Office	1026
		Build capacity among early career faculty to conduct consultancy	0	Director, Institute of Postgraduate Studies and Research	Capacity of early career faculty to conduct consultancy built	Availability of Early Career Faculty to conduct consultancy	1024
		Advance protected time for staff to conduct consultancy	0	Director, Institute of Postgraduate Studies and Research	Number of staff offered time to conduct consultancy	Staff with time allocated for consultancy	1021
		Strengthen systems to provide oversight for consultancy	0	Director, Institute of Postgraduate Studies and Research	Systems to provide oversight for consultancy functional	Availability of systems to provide oversight for consultancy	1020
		Introduce incentives to motivate staff to conduct consultancy	0	Director of Institute of Postgraduate Studies and Research	Incentives introduced for staff who follow consultancy	The number of staff incentivised	1018
		Develop and implement the Research and Consultancy Policy	0	Director of Institute of Postgraduate Studies and Research	Research and Consultancy Policy developed and implemented	Availability of Research and Consultancy Policy	1016
		Review consultancy process and introduce improvements	0	Director of Institute of Postgraduate Studies and Research	Consultancy process reviewed and improvements made	Availability of consultancy process improvement report	1014
		Market the available capacity within APMU to conduct consultancy	0	Director of Institute of Postgraduate Studies and Research	The available capacity within APMU to conduct consultancy marketed	Availability of marketing programme on the available capacity to conduct consultancy	1017
B	To institutionalise best-practice in collaboration with partners	Develop spin-off policy	0	Director of Institute of Postgraduate Studies and Research	Spin-off policy developed	Availability of Spin-off policy	1013
		Create incubation hubs	0	Director of Institute of Postgraduate Studies and Research	Incubation hubs created	Availability of Incubation hubs	1012
		Identify financing mechanisms for spin-offs	0	Director of Institute of Postgraduate Studies and Research	Financing mechanisms for spin-offs identified	Availability of financing mechanisms	1011
		Build human capacity in innovation	0	Director of Institute of Postgraduate Studies and Research	Human capacity in innovation built	Availability of faculty specialised in innovation	1014
		Commercialise innovations	0	Director of Institute of Postgraduate Studies and Research	Number of innovations commercialised	Availability of commercialised innovations	1010

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Table 13: Implementation Plan for Pillar 3: Health Services and Community Outreach:

Implementation Plan for Pillar 3: Health Services and Community Outreach							
Strategic Objective 3: To increase the participation rate in outreach and awareness initiatives organized by UHSA by 80% within 10 years.							
No.	Specific Objective	Strategy	Owner	Responsible Person	Performance Indicator	Measure of Verification	Time Frame
1	To develop sustainable effective internal infrastructure to support and coordinate UHSA's community engagement by 2024.	Establish a Community Social Engagement Office	UHSA	CEO			2024
		Formulate internal metrics that align with the community's needs	UHSA	LP Office			2024
		Develop Standard Operating Procedure (SOP) for community engagement	UHSA	CEO			2024
		Introduce awards for community service and engagement	UHSA	CEO			2024
		Introduce structured time for community engagement in all meetings	UHSA	CEO			2024
		Implement internal for community engagement	UHSA	LP Office			2024

	To systematically provide a portfolio assessment for community engagement activities by 2024.	Engage administrators and stakeholders based on an assessment of the structure of emerging needs.	UNSW	ED/Deputy Dean			2024
		Provide opportunities for students to conduct research and other community activities.	UNSW	CSA Office			2024
		Conduct review of current activities with stakeholders.	UNSW	DVC Office			2024

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Table 14: Implementation Plan for Pillar 4: Financial Management and Resource Mobilization

Strategic Objective 4: To provide supporting financial and business management expertise and to able to meet at least 50% of the university's operating expenses from internally generated resources by 2026							
No.	Specific Objective	Strategy	Indicator	Responsible Person	Performance Indicators	Units of Measurement	Timeline
1	To enhance financial reporting by 2026	Implementing Integrated Reporting or Sustainability, Environmental, and Social Disclosure	UNISA	DSI	Approved reports produced	Reports	Annually
2	To provide financial and liquidity by 2026	Ensuring all revenue streams are accounted	UNISA	DSI	Revenue streams accounted	Statements	Annually
		Developing a long-term capital plan for supporting the university's financial objectives			The ratio of assets to liabilities greater than one	Continuous	
		Ensuring sufficient liquidity			Long term capital plan finalized		
		Strengthening of financial and internal controls			The ratio of short-term funds to short-term obligations greater than one	Half-yearly	2026
					Financial and internal controls strengthened	Assessment	Final submission
3	To increase resource generation by at least 5% annually	Increase international student intake from all under and postgraduate levels	None	DSI	Student generation increased by at least 5% annually	Reports	Annually
		Increase domestic fee-paying student intake from all under and postgraduate levels			Increasing programme enrolment		
		Attract a growing programme			Accreditation facilities for students within campus and provided		
		Provide effective communication facilities for students within campuses using digital media (streaming, social media)			MSF projects for improved writing and project management strengthened		
		Strengthen of IP capacity for product writing and growth management			Continual development programs strengthened		
		Strengthen educational development programs for the public			New revenue generating activities for the institution established		
	Enabling revenue-generating activities for the institution						

6	To reduce emissions of greenhouse gases	Employ technology in operations to increase energy efficiency (the use of LEDs)	March 2020 Financial Report	50%	Strategy of focused resource reduction annually	Report	2024
		Use smart technologies to minimize water and electricity wastage		50%	Use of paper minimized		
		Improve and tighten security protocols to reduce pilferage		50%	Smart technologies adopted		
7	To ensure investable and development partners	Conductive research on investors	None	50%	Investors identified	Agreements signed	2023
		Formulating of local, regional and international levels			Network established	Capital Projects and programmes implemented	2023

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Table 15: Implementation Plan for Pillar 5: Governance and Management

Implementation Plan for Pillar 5: Governance and Management							
Strategic Objective 5: To address 100% functionality of governance, management structure and internal functions within 10 years.							
No.	Specific Objective	Strategy	Timeline	Responsible Parties	Performance Indicator	Means of Verification	Timeline
1	To establish governance and management structures and functions for the University by 2024	Establish the governance and management structures and systems as stipulated in the 2024 Act and Functional Scheme Set all management policies Develop Policies and Governance structures	None	UC	Governance and management structures and systems for the University established by 2024 Initial Board, executive committee of governance, policies, internal and external audit established by 2024	The multipillar and organizational structure Staffing levels	2024
2	To build the governance and management base for the University by 2024	Provide induction training for the governance and management base Establish clear accountability to ensure all staff clearly understand their responsibilities and capacity	None	UC	The governance base for the University established by 2024	Report	2024
3	To streamline decision making and reporting processes by 2024	Establish a clear line of responsibility to Executive Director	None	UC	and report out for different levels of staff		2024
		Develop a clear and concise reporting structure Develop a clear and concise reporting structure Develop a clear and concise reporting structure					
4	To streamline reporting functions by 2024	Set up an internal control reporting and the performance of management, finance, operations, HR, and other key areas and report to the Board	None	UC	and report out for different levels of staff	Report	2024
		Establish a clear and concise reporting structure Develop a clear and concise reporting structure Develop a clear and concise reporting structure					

6	To improve performance of offices by 2024	Operational Performance Management System	LNUK	UK	HR operational	Reports	2024
		Develop feedback loop between staff and management			Feedback loop operational		
		Conduct VC drive for the provision of regular progress updates to staff			VC drive operational and started		
		Introduce awards for different outstanding contributions to the University and the community			Awards for different outstanding contributions introduced		
6	To improve transparency and efficiency by 2024	Revised E2E with all staff assumptions added	None	UK	Documents pertaining to policies, structures, processes of services, education-related areas, facility related and plus all are reflected in E2E	E2E functional	2024
		Refine procurement function			Check and balance the procurement function in place		
		Upgrade the student portal to provide relevant information			Student portal updated with relevant documents		
7	To improve the responsiveness of the University stakeholders by 2024	Strengthening the customer services function	None	Marketing Manager	Customer services function strengthened	Report	2024
		Improve backboard phone services and the operational setup		ICT Manager	Backboard phone services and the operational setup improved		
		Track spending mechanisms electronically		UK	Outstanding security was tracked electronically		
		Revision of University Service Charter		Marketing Manager/UK	University Service Charter reviewed		
8	To intensify Corporate Social Responsibility activities by 2024	Allocate a budget line for CSR	LNUK	UK	The budget line for CSR allocated	Multiple budget line	2024
		Conduct a Strategy and Business for CSR		Marketing Manager	Strategy and Business for CSR developed		
8	To produce annual reports (financial, performance indicators)	Units compile annual reports	LNUK	UK	Annual reports completed	Reports	2024
		VC capabilities submitted by the units					

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Table 16: Implementation Plan for Pillar 6: Partnerships and Networking

Implementation Plan for Pillar 6: Partnerships and Networking							
Strategic Objective: To establish new partnerships and enhance 95% effectiveness of existing alliances by 2024							
No.	Specific Objective	Strategy	Timeline	Responsible Person	Performance Indicator	Means of Verification	Responsible
4	To establish effective and sustainable partnerships with local, national, or international research organizations, agencies and governments to assist.	Develop a value-driven framework for identifying and managing local and international collaborations.	0	VC	Framework created	Approved framework	2023
		Develop policies and processes for knowledge engagement with the university.	0	UP	Policy / process	Approved policy / process	2023
		Develop guidelines on how to identify, enhance and manage effective alliances.	0	VC	Guidelines on managing effective alliances	Approved effective guidelines	2023
		Develop an office to handle external relations.	0	VC	External relations office created	External relations office	2024
		Build and improve staff capabilities for effective engagement.	0	VC	Staff trained on effective engagement	Staff training on effective engagement	2023
5	To promote successful relationships with prospective students, current students, alumni, and donors for 2024.	Develop a strategy, plan and activities for engaging with current and prospective students.	0	VC/A	Student engagement strategy, plan and activities established	Strategy, plan and results	2023
		Organize career talks for high school students (2 in each region every year).	0	VC	Regional career talks for high school students organized.	Results	2023
		Conduct 2 open house events per term in Barrow and one in Chicago.	0	UP	Open house conducted.	Results	2023
		Establish an Alumni Association Office.	0	VC	Alumni Association Office established.	Alumni Association Office	2023
		Establish an office to help with donor relations, outreach, and related tasks.	0	VC	Donor relations office established.	Donor Relations Office	2023
	Identify and strengthen existing interdisciplinary collaborations.	0	VC	Existing interdisciplinary collaborations identified.	Report on existing interdisciplinary collaborations and engagement activities.	2023	

3	To promote interdisciplinary areas within staff-staff engagement and collaboration by 2026	Develop an internal strategy for vertical and horizontal integration of staff resources	0	<p>DVC</p> <p>DDA</p> <p>UP</p> <p>MOU</p>	Internal strategy developed	Strategy	2026
		Establish Common Rooms	0	<p>VC</p> <p>DVC</p> <p>UP</p>	Common Rooms established	Common Rooms	2026
	Develop (or formalise) the workplans of interdisciplinary and graduate and undergraduate teaching and learning initiatives, such as programmes, courses and embedded activities	Develop an interdisciplinary committee to promote collaboration between staff, and students from different units	0	<p>VC</p> <p>DVC</p> <p>DDA</p> <p>UP</p>	Interdisciplinary committee for identifying interdisciplinary initiatives created	Interdisciplinary Report	2023
		Develop an interdisciplinary committee to promote collaboration between staff, and students from different units	0	<p>DVC</p> <p>IFBP</p> <p>DDA</p>	Interdisciplinary committee established	Committee members	2023
		Create policies and processes for embedding engagement with the University	0	<p>VC</p> <p>UP</p> <p>MOU</p>	Process defined	Policy/Processes	2023
		Develop guidelines on how to create, enhance and manage affiliations	0	<p>VC</p> <p>DVC</p>	Approved affiliation guidelines	Affiliation Guidelines	2023
		Establish an alumni association	1	DDA	Alumni association established	Alumni Association	2024
		Develop a strategy for alumni engagement	0	<p>DDA</p> <p>DMU</p>	Alumni engagement strategy developed	Alumni engagement strategy	2024
		Facilitate the organisation of events by alumni to support the University	0	<p>DDA</p> <p>DMU</p> <p>MOU</p>	Alumni organised events facilitated by the University	Number of alumni organised events facilitated by the University	2024
		Develop an internal strategy for vertical and horizontal integration of staff resources		<p>DVC</p> <p>DDA</p> <p>UP</p> <p>MOU</p>	Internal strategy for vertical and horizontal integration developed	Internal strategy for vertical and horizontal integration	

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Table 17: Implementation Plan for Pillar 7: Student Welfare

IMPLEMENTATION PLAN PILLAR 7: STUDENT WELFARE							
Strategic Objective 7: To increase student satisfaction rating by 80% through targeted support services and initiatives within 10 years							
No.	Specific Objective	Strategy	Timeline	Responsible Person	Performance Indicator	Means of Verification	
1	To develop world class learning, teaching and marketing environment for MSU	Develop student academic support services	UNISA	DEA	Efficient student support services	System for students' admission and registration System for monitoring students' learning, accommodation and graduation Student portal Security systems IT services Library services etc.	2021
					Students' needs identified, met and maintained Lecture theatre constructed, refit and maintained Sports, clubs and social events	2021	
		Support students, high quality and well-maintained infrastructure	UNISA	UP	Adequate, high quality and well-maintained infrastructure		2024
					Improved sports, clubs and extracurricular activities Support services		2025
		Improve sports, clubs and extracurricular activities and support services	UNISA	DEA UP			
	Conduct a Student Satisfaction Survey	None		Marketing Manager			

3	To improve general health and professional support services by 2020	Expand advisory and support services	Urbias	SSA	Students' and religious support services established	University mission	2014
		Improve professional counselling services	Urbias	SSA	Professional counselling services improved	Schedule for religious support	2018
		Establish professional and mentoring program	None	Academic Rule	Professional and mentoring programs developed	University professional resources	
		Improve Student's health and clinical services	Urbias	SSA	Students' health and clinical services improved	Students' counselling program Counselling centre Mentorship program	
6	To improve student financial support services by 2020	Establish KUPAS BUKU/ Scholarship fund	Urbias	HC	KUPAS Scholarship Fund established	KUPAS Scholarship fund	2014
		Apply for funding to external bodies and governments	Urbias	HC	Funding to external bodies and governments applied	Funding applications	2014
		Commercialize Student events and products	Urbias	SSA	Students' events and products are commercialized	Student events commercialized	2014 (annually)
		lobby for more funding from parental sponsors and funders	Urbias	HC SSA	Extra funding from existing sponsors and funders lobbied	Proposals for extra funding	2014
		Establish an Alumni Office	Urbias	HC SSA	Alumni office established	Alumni Office	2014
4	To establish a functional governance system by 2020	Policy development and implementation	Urbias	Regulator	Students' policies developed and implemented	Students' policies Students' policies implementation reports	2014
		Improve Student Representative Council support	Urbias	SSA Regulator	Students' Representative Council support improved	Students' Representative Council planning and leadership training	2014
		Enhance risk and conflict management	None	SSA	Risk and conflict management enhanced	Risk and management reports	2014
		Improve stakeholder engagement	Urbias	HC	Stakeholder engagement enhanced	Stakeholder engagement reports	2014

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Table 18: Implementation Plan for Pillar 8: Staff Welfare

Implementation Plan Pillar 8: Staff Welfare							
Strategic Objective: To promote staff welfare by achieving a 70% increase in overall staff satisfaction through enhanced support programs and resources within 10 years							
No.	Specific Objective	Strategy	Broadline	Responsible Person	Performance Indicator	Means of Verification	Timeline
1	To create conducive employment working conditions within 10 years	Facilitate the establishment of the Staff Social welfare committee	None	VC UR	Staff Welfare Committee established	Meeting minutes Staff Welfare Committee Policy	2024
		Implement all relevant Staff Welfare Policies and structures	None	VC UR All staff	Staff Welfare Policies and structures implemented	Reports Estimates	2025
		Support staff with the best competitive performance-based packages in the public universities	None	VC UR DA	Staff supported	Reports Guidelines on identification of the staff	2025
		Support Staff with loans and short-term advances	UNRA	VC UR DA	Staff supported with loans and short-term advances	Reportal minutes Guidelines on acquisition of loans and short term advances	2025
		Provide career progression strategies for staff	UNRA	VC UR DA	Career progression strategies for staff in place	Policy on staff progression Committee	
2	To strengthen cooperation among employees within 10 years	Encourage team building activities such as United Social Day, Hiking and other social activities in all the 3 campuses	None	All staff Staff Social Welfare Committee	Team building activities structured	Reports	2024
		Establish a Staff Welfare Committee with representation from all schools and departments	None	EDs UR	Staff Welfare Committee established	Minutes / Reports Guidelines / Policy on Staff Welfare Committee	2024
		Put in place amenities inclusive of staff with disabilities	None	All staff Staff Social Welfare Committee	Amenities for staff with disabilities available	Reports Availability of amenities	2024

3	To develop an appropriate staff wellness environment and infrastructure within 10 years	Establish wellness facilities such as prayer rooms/b chapel, common rooms, gymnasium, sports	None	VC VC DFI Staff Social Welfare Committee	Wellness facilities established	Office Reports Guidelines on use	2033
		Establish a baby-sitting centre, crèche, nursery and primary school	None	VC UR DFI Staff Social Welfare Committee	Solvolving centre, crèche, nursery and primary school established	Infrastructure Guidelines on use Committee	2033
		Establish a Business Centre for the following facilities (shopping centre, ATMs, Food Kiosk etc.) to be rented out	None	VC UR DFI Staff Social Welfare Committee	Business Centre established	Infrastructure Reports Committee	2033
4	To develop effective conflict resolution grievance handling mechanisms within 10 years	Establish a Grievance Resolution Committee	None	VC UR All members of staff	Grievance Resolution Committee established	Minutes/ Report Guidelines	2024
		Develop a Whistleblowing Policy	None	VC UR All members of staff	Whistleblowing Policy developed	Availability of the policy	2024



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ANNEX 1: PESTLE ANALYSIS

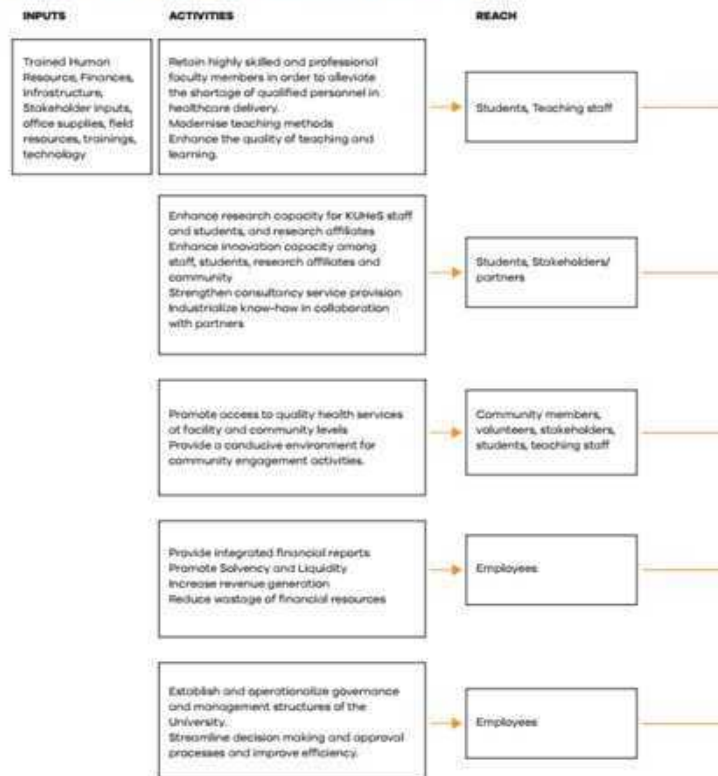
Factors	Issues	Risks	Mitigations
Political	Changes in government policy	Public funding may be at risk (e.g., research grants, reduction in overall funding)	KUHeS should be resilient to any detrimental changes in Govt policies towards attaining its objectives for the foreseeable future
	Delinking of CoM and KCh from UHMA to establish KUHeS	Resistance to change may negatively impact staff morale	Maximize perceived benefits of delinking
Economic	Cost of providing resources	Increase in costs for staff, books, paper, technology solutions, interest rates	Optimal allocation of limited resources to achieve the objectives of KUHeS
	Lack of adequate human capital resources	Demand for human resources exceeds supply	Collaboration with partners to leverage available human resources
Social	Networking	Inability to establish a solid identity on social media (blogs, Facebook and Twitter)	Develop a strong Alumni community and identify social media platforms that will gear KUHeS in achieving its goals
	Pressures for young adults to achieve a certain lifestyle	Low remuneration for doctors could discourage more and more young people from choosing the profession.	Benchmark remuneration packages to allow the objectives of the college to be attained
Technological	Technological advancements	Failure to keep up with technological changes and demand from millennials	Keep technologically abreast to attain KUHeS' objectives
Legal	New legislation may create risks of non-compliance with the law, create new administrative burdens	Increased administrative costs	KUHeS should be resilient to any detrimental changes in legislation towards attaining its objectives for the foreseeable future
Environment	Waste disposal	Pressure from communities for KUHeS to be a good and exemplary neighbour that champions sustainability	Opportunity to establish sustainable waste disposal methods that fight disease outbreaks and improve health indicators for Malawi

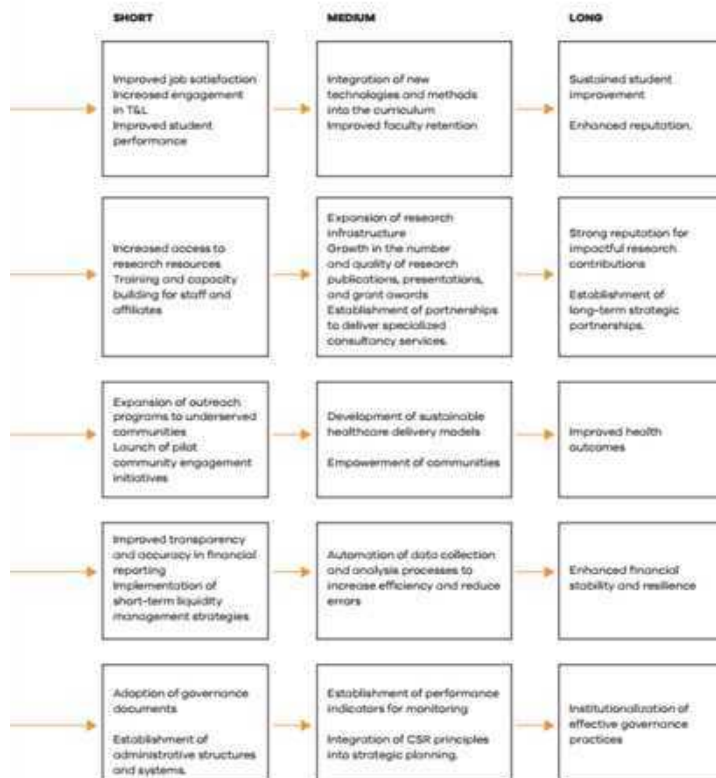
ANNEX 2: SWOT ANALYSIS

Strengths	• Strong brand	Weaknesses	• Lack of ownership for strategic plans
	• Market leader		• Poor communication within the organization and with stakeholders
	• Strong alliances with reputable research affiliates (UCLW, John Hopkins, UNIC, etc)		• Inadequate human capital and retention of talent is poor
	• Experienced and innovative faculty		• Overdependence on grants and subventions
	• World-class facilities e.g., physiotherapy clinic, modern ICT facilities		• Bureaucracy
	• Internationally recognized research work		• Poor student facilities and social support
	• Highly regarded Research Support Centre		• Inadequate teaching and learning facilities to support growth in student numbers and learning programmes that can be offered
Opportunities	• COM's students on GdM loans or support	Threats	• Loss of key staff to competition
	• Population growth will increase the demand for health care		• Loss of students with good potential to competition
	• Increase the intake of economic fee-paying students.		• Withdrawal of Government support.
	• Increase international collaboration on unique tropical diseases that are of interest to global research institutions		• Uncertainty of global research funding
	• Setting structures to optimize advantages that have been perceived by virtue of de-linking from UNMA		

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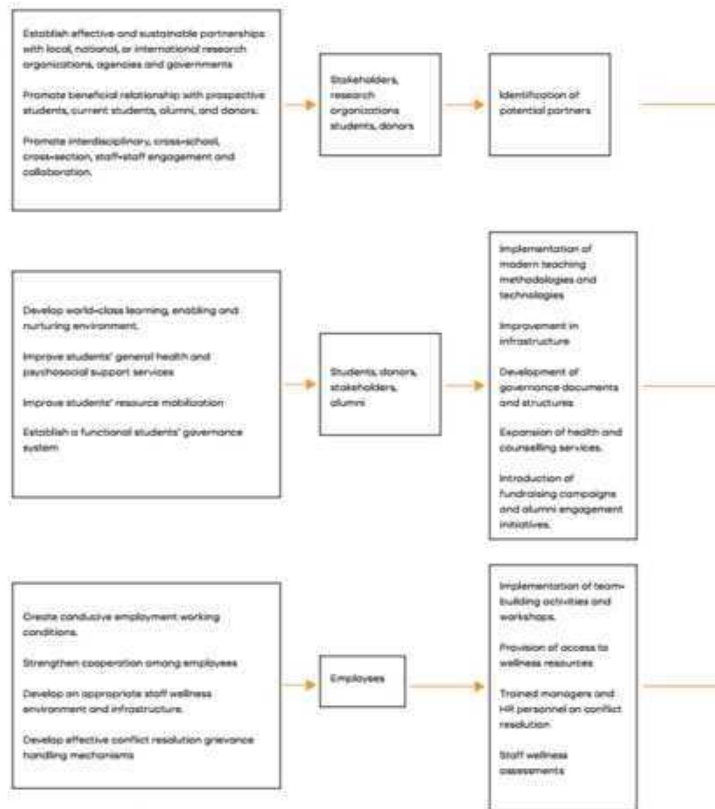
ANNEX 3: LOGICAL MODEL MATRIX-KUHeS STRATEGIC PLAN

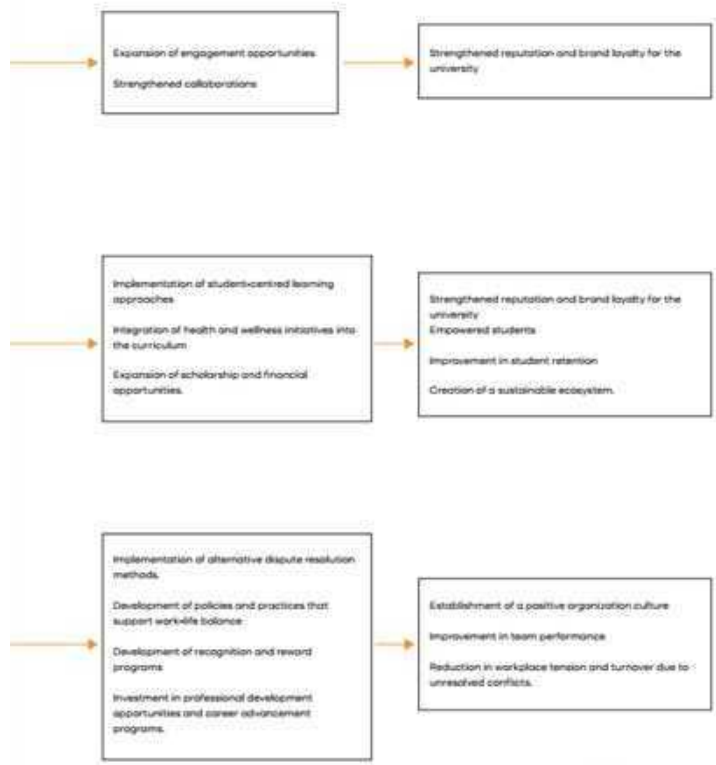




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ANNEX 2: LOGICAL MODEL MATRIX-KUHeS STRATEGIC PLAN





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ANNEX 4: OUTCOME PERFORMANCE INDICATOR

Strategic Objective	Strategic Activities	Outcome	Performance Measures (Including outcome measures, perception measures & performance indicators)	Performance Target by 2024	Impact
Pillar 1: Teaching and Learning					
To improve the capacity and quality of training of UPEdH by 90% within the next 10 years.	Attract and retain highly skilled and professional faculty members in order to alleviate the shortage of qualified personnel in healthcare delivery.	Improved student outcomes and satisfaction	% of enrolled students graduate (measure of academic achievement)		Improved Health care delivery, increased innovation, reputation
	Modernize teaching methods.		# of graduating students that pass registration exams by regulatory bodies (measure of competency)		
	Enhance the quality of teaching and learning		% of graduating students transitioning to higher degree programs (medium-term measure of academic excellence)		
			% of graduating students taking up leadership positions (long-term measure of quality in excellence)		
			# of publications released		
			Improvement in student satisfaction surveys regarding the quality of teaching.		
Pillar 2: Research Innovation and Consultancy					
To increase 90% of research, innovation and consultancy output within 10 years	Enhance research capacity for UPEdH staff and students, and research offices	Increased research outputs that positively impact on local and international health policy and health care delivery	Increase in # of publications		Improved Healthcare Quality
	Enhance innovation capacity among staff, students, research offices and community		Adoption of research findings		
	Strengthen consultancy service provision		# grants or funding for research projects		
	Industrial knowledge in collaboration with partners		Increase in collaborations with local and international institutions, governments, or organizations to conduct research and translate findings into policy and practice		

Pillar 3: Health Services and Community Outreach					
To increase the participation rate in awareness initiatives organized by UHS&H by 90% within 10 years.	Promote access to quality health services at faculty and community levels and promoting community participation in driving adoption and uptake of positive social and political norms and practices by 2023.	Increase participation in outreach initiatives	# of community-led health initiatives or programs.		Improved access to quality health services
	Provide a conducive environment for community engagement activities by 2023.		# of healthcare facilities or clinics in underserved areas		
			Increase in community involvement in health promotion activities		
			% of funding or resources allocated to community engagement initiatives		
			# of collaborative projects or joint initiatives addressing community needs and priorities.		
Pillar 4: Financial Management and Resource Mobilization					
To provide outstanding financial and business management expertise and be able to meet at least 50% of the University's operating expenses from internally generated resources by 2029	Provide integrated financial reports		Quality of financial reporting and transparency		Enhanced financial Sustainability and Operational Resilience
	Promote Solvency and Liquidity	Efficient financial management and sustainable, robust resource Mobilization	Increase in Revenue from Internally Generated Sources		
	Increase revenue generation by at least 10% annually		% of the University's operating expenses covered by internally generated resources		
	Reduce wastage of financial resources annually		Efficiency in financial and Business Management		
Pillar 5: Governance and Management					
To achieve 100% functionality of governance, management structures, and University functions within 10 years.	Establish and operationalize governance and management structures of the University	Efficient and responsive management system.	% of key governance and management structures established and operational within the University		Enhanced organizational effectiveness
	Streamline decision making and approval processes and improve efficiency		% of University functions and operations that are fully functional and operating according to established standards and procedures		
	Intensify corporate social responsibility activities.		Quality of Service Delivery and Stakeholder Satisfaction		
Pillar 6: Partnerships and Networking					

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To establish new partnerships and enhance 90% effectiveness of existing alliances by 2024.	Establish effective and sustainable partnerships with local, national, or international research organizations, agencies and governments	Built strong and mutually beneficial relationships	# of partnerships formed within a specific time frame	Enhanced Collaboration and Synergy
	Promote beneficial relationships with prospective students, current students, alumni, and donors.		% of resources mobilized through partnerships	
	Promote interdisciplinary, cross-school, cross-section, staff-staff engagement and collaboration		Stakeholder Satisfaction	
Pillar 3: Student Welfare				
To increase student satisfaction rating by 85% through targeted support services and initiatives within 10 years.	Develop world-class learning, enabling and nurturing environment	Improved student welfare	% of satisfaction ratings	Enhanced students' experience, Stronger student engagement
	Improve students' general health and psychosocial support services		% of students utilizing Support Services	
	Improve students' resource mobilization		accessibility and equity of support services	
	Establish a functional students governance system			
Pillar 4: Staff Welfare				
To promote staff welfare by achieving a 75% increase in overall staff satisfaction through enhanced support programs and resources within 10 years.	Create conducive employment working conditions	Improved staff satisfaction	% of Staff Satisfaction Rating	Improved Staff Morale and Well-being
	Strengthen cooperation among employees		% of Utilization of Support Programs	
	Develop an appropriate staff wellness environment and infrastructure		Implementation of Feedback and Improvement Mechanisms	
	Develop effective conflict resolution/grievance handling mechanisms		changes in employee turnover rates over time	

ANNEX 5: OVERALL POLICY GOAL: A WORLD-CLASS UNIVERSITY AND CENTRE OF EXCELLENCE IN HEALTH-RELATED EDUCATION, RESEARCH, AND INNOVATION

Specific Goal (Long term outcome)	Outcome (Medium term outcome)	Strategy (Short term outcome)	Activities (Output)	Time frame
Policy Theme 1: Area 1: Transforming Learning				
Increase the number of highly skilled professionals graduating from KUHM.	Increased capacity of KUHM to produce health professionals from 30% to 35%.	Increased number of graduates enrolled into programs at KUHM.	<ol style="list-style-type: none"> 1. Conduct modular testing 2. Increase physical space for teaching and learning 3. Develop school-based programs 4. Introduce new courses and programs targeting programs that are already filed. 5. Negotiate with DCM for an increase in KUHM's quota for local students. 6. Increase Open and Distance e-learning (ODEL) initiatives 	2025
	Improved quality of enrolled and graduating students	Improved quality of enrolled and graduating students	<ol style="list-style-type: none"> 1. Review and improve selection guidelines and criteria 2. Conduct community based engagements to attract talented students. 3. Review and re-structure student induction programs 	2025
	Improved availability of skilled and competent staff to plan and deliver teaching programs	Improved availability of skilled and competent staff to plan and deliver teaching programs	<ol style="list-style-type: none"> 1. Recruit additional staff 2. Develop matrix on staff/student ratio 3. Develop and implement staff retention policies and guidelines. 4. Establish south-south and north-south collaborations for visiting teaching faculty. 5. Provide faculty with training courses in education. 6. Recruit and train staff in skills building 7. Develop and implement programs to attract, retain and retain high performing and talented graduates into faculty. 8. Enhancement of performance management system 	2025
	Improved quality of module content of the programs delivered at KUHM.	Improved quality of module content of the programs delivered at KUHM.	<ol style="list-style-type: none"> 1. Regular and timely internal review of existing course contents to incorporate new evidence base and service demands. 2. Conduct University-wide curriculum conferences for every new curriculum, for wider, multi-disciplinary input. 3. Incorporate digital literacy skills in all KUHM programmes. 	2025
	Improved teaching and learning methods.	Improved teaching and learning methods.	<ol style="list-style-type: none"> 1. Strengthen innovative teaching and learning approaches and strategies. 2. Adopt pedagogical techniques in all programmes. 3. Incorporate Open and Distance e-learning (ODEL) initiatives in courses delivered at KUHM nodes 	2028
	Improved assessment for students at KUHM.	Improved assessment for students at KUHM.	<ol style="list-style-type: none"> 1. Review and standardize assessment guidelines. 2. Train faculty on evidence-based assessment methods. 3. Regularly and timely support External Examiners 4. Set up and implement online administration and management platform for examinations and assessments 	2025
	Modernized teaching and learning facilities	Modernized teaching and learning facilities	<ol style="list-style-type: none"> 1. Conduct modern teaching classrooms in teaching sites to cater for the increasing demand for teaching spaces 2. Construct all its laboratories in departments and schools for teaching and learning 3. Create digital platforms for teaching and Learning 4. Create platforms for E-Resources 5. Create digital repositories 6. Establish "Centers of Excellence for service delivery, research, teaching and Learning" in-line with the HSEF 8 concept of "Waters of Doneg" 	2025
	Enhanced quality of the teaching and learning Environment.	Enhanced quality of the teaching and learning Environment.	<ol style="list-style-type: none"> 1. Create an accreditation and certification plan for KUHM, ensuring all programs are accredited by professional regulatory bodies, while concurrently securing institutional accreditation and ISO 9001:2015 certification 2. Incent Clinical Teaching Resource Centres 3. Establish a culture of continuous feedback from stakeholders to provide input on teaching and learning experiences and adjust accordingly. 4. Develop and implement standards for University teaching and learning facilities. 5. Establish and implement standardized supervision and mentorship system for students and teaching staff. 	2025

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Specific Goal (Long term outcome)	Outcome (Short term outcome)	Strategy (Short term outcome)	Activities (Short term)	Time Frame
Policy Theme Area 5: Research Innovation and Dissemination				
Increase research, innovation and scholarly output in areas that will drive and enhance leadership in Africa and globally.	Increased research, innovation and scholarly output by 50% within 10 years.	Enhanced research engagement capacity for EU/US staff, students, and research offices	<ol style="list-style-type: none"> 1. Develop and implement the EU/US Research Agenda 2. Allocate at least one per cent of income for research 3. Develop and institute electronic research management systems 4. Purchase infrastructure (equipment) for the Research Support Centre 	2021
		Improved research capacity for EU/US staff and students, and research offices	<ol style="list-style-type: none"> 1. Conduct staff training to strengthen the human capacity of the Research Support Centre 2. Increase the number of research training provided by RSC 3. Implement a research mentoring programme 	2022
		Enhanced innovation capacity among staff, students, research offices and community	<ol style="list-style-type: none"> 1. Develop the Intellectual Property policy 2. Set up Intellectual Property Office 3. Create incentives among staff, students, research offices and the community on Intellectual Property-related issues involving transferable office 4. Introduce a reward system that is clear and above the current that recognises innovative ideas 	2023
		Strengthened consultancy services	<ol style="list-style-type: none"> 1. Set up consultancy management office 2. Training early career faculty to conduct consultancy services 3. Allocate protected time for staff to conduct consultancies 4. Strengthen systems to provide oversight for consultancies 5. Review consultancy capacity and introduce improvements 6. Maximize the available capacity when staffed to conduct consultancies 	2024
		Build capacity of faculty to facilitate industrialisation of research outputs	<ol style="list-style-type: none"> 1. Develop a spin-off policy 2. Create incubator hubs 3. Identify training opportunities for spin-offs 4. Commercialise innovations 	2024
Policy Theme Area 6: Health Services and Community Outreach				
Increase participation rate of outreach activities that lead to positive health and behavioural change in the community	Increased participation rate in outreach and increase initiatives organised by staff by 50% within 10 years	Establishment of a structured framework and infrastructure conducive to robust community engagement	<ol style="list-style-type: none"> 1. Establish a Community Service/Engagement Office 2. Develop Standard Operating Procedure (SOP) for community engagement 3. Introduce awards for community service and engagement 4. Introduce structured time for community engagement in all curricula 5. Develop incentive for community outreach and engagement 	2024
		Creation of an environment that encourage active participation and involvement of the community in service initiatives and activities	<ol style="list-style-type: none"> 1. Organise communities and stakeholders based either on research themes of the University or emerging needs 2. Provide community-based facilities for student community activities 3. Create community-based platforms for the diagnosis of human-centred health interventions 4. Develop and launch outreach Clinics 5. Conduct needs mapping/benchmarks with stakeholders annually 	2025
		Enhancement of the infrastructure and facilities for health services	<ol style="list-style-type: none"> 1. Provide modern technology equipment to health services 2. Sanitize and launch health education outreach service 	

Specific Goal (Long term outcome)	Business Structure (Short term outcome)	Strategic Objectives (Short term outcome)	Activities (Short term)	Time Frame
Policy Theme Area 6: Financial Management and Resource Utilization				
Strategic Financial Sustainability and Operational Resilience	Strategic operational expenditure, or to 50% funded by non-generated income	Optimized management improvements	<ol style="list-style-type: none"> 1. Automate financial processes and systems 2. Produce financial reports to all key stakeholders 3. Produce Management, environmental, and social Reports 	2023
		Improved Liquidity and Leverality	<ol style="list-style-type: none"> 1. Minimize of existing financial streams 2. Double a long-term capital plan 3. Develop 5-monthly financial liquidity and cash flow statements 4. Strengthen sufficient liquidity 5. Strengthening of financial and internal controls 	2023
		Enhanced revenue generation	<ol style="list-style-type: none"> 1. Consider and implement a comprehensive revenue mobilization strategy 2. Increase earnings, by ensuring students' intake both on under and postgraduate levels 3. Increase ODC, programmes and the number of students 4. Strengthening staff liquidity for processed writing and printing management for departments 5. Expanding income-generating activities (IGAs) for the University 6. Establish a holding Company to oversee all ODCs managed as private companies 	2023
		Reduced wastage of financial resources annually	<ol style="list-style-type: none"> 1. Employ technology in operations to increase assets, such as the use of paper 2. Use smart technologies to monitor water and electricity wastage 3. Improve and tighten security on computers to reduce pilferage 	2023
Specific Goal (Long term outcome)	Business Structure (Short term outcome)	Strategic Objectives (Short term outcome)	Activities (Short term)	Time Frame
Policy Theme Area 6: Governance and Management				
Good governance and responsible management practices	Good governance of governance management structures, and University functions within 10 years	Streamlined governance and management structures of the University	<ol style="list-style-type: none"> 1. Fill all management positions 2. Develop Policies and Governance documents 3. Provide induction training for the Governance team following their appointment to ensure effective governance with clear functions, responsibilities and powers 	2024
		Streamlined decision-making and approval processes and improve efficiency	<ol style="list-style-type: none"> 1. Create guidelines for streamlined decision-making and approval processes to include delegated and grant authority power 2. Overhaul the Performance Management System (PMS) 3. Develop Feedback loop between staff and Management 4. Conduct VU check for the provision of regular progress updates to staff 5. Institute awards for different outstanding contributions to the University and the community 6. Develop and implement fully Functionalised ESG 7. Merge the student information management portal to provide relevant information 8. Complete annual reports with a balanced assessment 9. Appoint an Independent Advisory Committee (IAC) to report on the performance of management, finance, procurement, grant management, audit, staff, academics, students, registry and other related issues 10. Embed Issue Monitoring and Evaluation as integral to the efficient operation of the University 	2028
		Internalized Corporate Social Responsibility (CSR) activities	<ol style="list-style-type: none"> 1. Allocate a budget line for CSR 2. Develop a Strategy for CSR 	2024

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Specific Goal (Long-term outcome)	Outcome (Short-term outcome)	Strategy (Short-term outcome)	Activities (Short-term)	Time frame
Policy Theme Area 6: Partnerships and Networking				
Build strong and mutually beneficial relationships	Establish new partnerships and enhance 90% effectiveness of existing alliances by 2024	Enhanced effective and sustainable partnerships with local, national, or international research organisations, agencies and governments.	<ol style="list-style-type: none"> 1. Create a sub-committee focused on identifying and managing local and international collaborations. 2. Create policies and processes for streamlining engagement with the University. 3. Develop guidelines on how to create, enhance and manage alliances. 4. Create an office to handle internal and donor relations. 5. Build and improve staff capabilities for effective engagement. 	2022
	Improved beneficial relationships with prospective students, current students, alumni, and donors.	<ol style="list-style-type: none"> 1. Develop a strategy, plan and activities for engaging with current and prospective students. 2. Establish an Alumni Association Office. 		
	Enhanced interdisciplinary, cross-school, cross-college, staff-staff engagement and collaboration.	<ol style="list-style-type: none"> 1. Identify and strengthen existing interdisciplinary collaborations. 2. Develop an internal strategy for vertical and horizontal integration of staff resources. 3. Establish Common Rooms. 4. Recognise the development of interdisciplinary and graduate and under-graduate teaching and learning initiatives. 5. Establish an interdisciplinary committee to promote collaboration between staff and students from different units. 		2024
Policy Theme Area 7: Students Welfare				
Improve student welfare	Increased student satisfaction rating by 60% through targeted support services and initiatives within 10 years.	Enhanced well-being learning, enabling and nurturing environment.	<ol style="list-style-type: none"> 1. Establish efficient student academic support services. 2. Conduct surveys, high quality and well-motivated student health. 3. Increase sports, clubs and extracurricular activities. 4. Conduct a Student's satisfaction survey. 	2024
	Improved student general health and psychosocial support services.	<ol style="list-style-type: none"> 1. Recruit a University Chaplain. 2. Establish cross-sector counselling services for students. 3. Develop a Student residential and research mentorship program. 4. Provide Student access to health and dental services. 		2024
	Improved students' resource mobilisation.	<ol style="list-style-type: none"> 1. Establish a Fund Raising/Donation fund. 2. Apply for funding to external bodies and governments. 3. Commemorate students' events and products. 		2024
	Functional student governance system.	<ol style="list-style-type: none"> 1. Establish a Student Governance system. 2. Train Student Representative Council. 		2024
		<ol style="list-style-type: none"> 1. Protocol with, workshops and seminars organised with local businesses and industry experts. 		2024

Specific Staff Long term objectives	Business Objectives/Strategic	Strategy (Short term/long term)	Initiative Structure	Time frame
Policy Theme 6 Area 6: Staff Welfare				
Improve staff satisfaction	Increased overall staff satisfaction through enhanced support programs and resources by 10% within 10 years	Improved positive employment working conditions	<ol style="list-style-type: none"> 1. Establish Staff Wellbeing Committee 2. Implement all relevant Staff Welfare Policies and structure 3. Support Staff with the best competitive performance-based initiatives in the public sector 4. Support Staff with loans and short-term advances 	2020
		One channel communication among employees	<ol style="list-style-type: none"> 1. Implement team building activities 2. Put in place staff activities inclusive of different skilled staff 	2020
		Optimized staff welfare environment and infrastructure	<ol style="list-style-type: none"> 1. Establish welfare facilities such as prayer rooms, common rooms, gymnasium, sports 2. Establish a fully-ventilated parking, waste and nursery 3. Establish a Business Centre for the following facilities (Mapping centre, ATMs, Food kiosk and to be termed as) 	2020
		Improved effective conflict resolution grievance handling mechanisms	<ol style="list-style-type: none"> 1. Establish a grievance resolution committee 2. Develop a code of conduct policy 3. Strengthen capacity of all relevant Staff Welfare policies and structures during decision-making 	2020
		Provide career progression strategies for staff	<ol style="list-style-type: none"> 1. Establish a Staff Career Progression Committee 2. Develop a Career Progression Policy 	2020

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ANNEXE 6: ACTIVITY TABLE (UNDER IMPLEMENTATION PLAN SECTION)

To link Schools and Departmental Plans, each School and Department is expected to develop detailed Implementation Plans derived from the KUHES Overarching Strategic Plan. The Schools and Departments will expand on each Specific Objective and Strategy, and develop Detailed Corresponding Activities. See the Activity Table below.

For Use by Schools and Departments					
Specific Objective:					
Strategy:					
	Baseline	Responsible Person	Performance Indicator	Means of Verification	Time-frame
Activity X					
Activity X					
Activity X					
Strategy:					
Activity X					
Activity X					
Activity X					
Strategy:					
Activity X					
Activity X					
Activity X					

