



DAMBAI COLLEGE OF EDUCATION

**FIVE (5) – YEAR INSTITUTIONAL STRATEGIC
DEVELOPMENT PLAN**

2021-2025

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GOAL 1 (Quality Indicator): EXPANSION OF ACADEMIC AND PHYSICAL INFRASTRUCTURE OF COLLEGE

<p>Objective: To provide halls of residence for students, auditorium, clinic, lecture halls, e-library and laboratories, tutors’ bungalows, administration block, sporting facilities and increase means of transport.</p>		<p>Success Criteria:</p> <ol style="list-style-type: none"> 1. At least, three halls of residence completed and in use 2. Ongoing auditorium project completed and in use. 3. College clinic completed and in use 4. At least, one office car and an air-conditioned bus got and in use 5. Installation of e-library 6. Ongoing administration block completed and in use 7. At least, one lecture hall constructed and in use 8. At least, one laboratory completed and in use 9. Sports stadium renovated to an acceptable national Colleges of Education standards and in use 10. At least, one staff bungalow constructed / renovated and in use 11. A nursery facility available for use by College Staff 12. College land is fully registered with the National Lands Commission / Department 		<p><u>Key committees</u></p> <ol style="list-style-type: none"> 1. Development 2. Finance 3. Entity Tender 4. Works and Physical Devp’t 5. Quality Assurance 6. Audit
Key Targets	Responsible for Leading and ensuring completion/ Key players	Timeline: <i>When will these task happen?</i>	Breakdown of key tasks into achievable smaller tasks	Risk assessment
<p>1. To put up halls of residence each for male and female students of the College</p>	<p>-College Management and Works and Physical Development Committee</p> <p><u>Key players</u></p> <p>-Council -Management -Oti Regional Coordinating Council (Hon Reg Min.) -Staff, Students, Alumni -Dambai Traditional Council -District / Municipal Assemblies in Oti Region</p>	<p>December, 2023</p>	<ol style="list-style-type: none"> a. College Management proposes the building project b. Entity Tender Committee holds meetings to assess feasibility of College Management proposal c. Proposal put before Council for consideration and approval d. Council approves proposal e. Implementation of project under direct supervision of Works and Physical Development Committee. 	<ol style="list-style-type: none"> 1. Inflation 2. Non-payment / delay in payment of fees by students 3. Delay in payment of subventions by government

<p>2. To ensure completion of auditorium project for use by the College Community</p>	<p>- College Management <u>Key players</u> -Management and Council -GETFund / ORCC (Hon. Reg. Min.) -Kum-Francy Company Ltd (Contractor / Managing Dir.)</p>	<p>December, 2022.</p>	<p>a. College Management / Council follow up on issues of payment to the contractor b. Contractor comes back to site. c. College signs and submits contractor's document for his claims of finished works of super structure of the project d. Contractor comes back to site for completion of project after being paid</p>	<p>1. Delay in payment by GETFund 2. Contractor factor</p>
<p>3. To put up college clinic for use by college community</p>	<p>- College Management <u>Key players</u> -College Council -College Management -SRC -MP, Krachi East / KEA, ORCC</p>	<p>December, 2021.</p>	<p>a. Management / Council put up proposal to stakeholders b. Acceptance / expression of interest to help undertake the clinic project c. Management puts in its assistance to see the project undertaken d. Completed project commissioned for use</p>	<p>1. Difficulty in getting stakeholder groups committed to helping the College</p>
<p>4. To procure office car and bus for use by College</p>	<p>- College Management <u>Key players</u> -College Council -College Management -Oti Regional Minister /ORCC</p>	<p>December, 2022</p>	<p>a. Management / Council put up proposal to Council and other stakeholders b. Purchase of cars based on availability of funds</p>	<p>1. Difficulty in securing funds</p>
<p>5. Installation of e-library for the College</p>	<p>- College Management <u>Key players</u> -College Council -College Management -SRC -Alumni</p>	<p>December, 2021</p>	<p>a. College Management opens dialogue with students and staff on the need for improving academic and professional engagement through e-library b. Management presents proposal for e-library to Council for consideration and approval c. Installation of e-library through purchase and installation of relevant gadgets</p>	<p>1. Source of funding</p>
<p>6. To ensure completion of College administration block for use</p>	<p>- College Management <u>Key players</u> -College Council -College Management -GETFund -ORCC-Hon Reg.Min. -Contractor</p>	<p>December, 2022</p>	<p>a. Management terminate of contract in consultation with the Consultancy, Procurement and Project Management Consultancy (PPMC) b. Management repackages and advertises the project c. Management awards contract and urges contractor to work with 12 month calendar year d. Project commissioned for use.</p>	<p>1. Delay by GETFund in payment of contractor</p>

<p>7. To construct at least one lecture block of 300 capacity for academic programme delivery</p>	<p>- College Management <u>Key players</u> -College Council -College Management -SRC -Staff -MP, Krachi East -Oti Regional Minister / Government/ GETFund - Dambai Traditional Council</p>	<p>December, 2023</p>	<p>a. College Management put up proposal, requesting for the infrastructure to be put up. b. Expression of interest is thrown to stakeholders after Council’s consideration and approval c. Follow up on request made by Management and Council d. Issuance of administrative technical assistance to any stakeholder group that might be interested in helping put up the infrastructure</p>	<p>1. Difficulty in getting stakeholder groups committed to helping the College</p>
<p>8. To construct vocational-Technical Education laboratory for use by College</p>	<p>- College Management <u>Key players</u> -College Council -College Management -GETFund -ORCC - Dambai Traditional Council</p>	<p>September, 2024</p>	<p>a. College Management put up proposal for Council’s consideration and approval on the construction of vocational-technical education laboratory b. Council considers and approves proposal, advertises the project for bidding and award of contract c. Construction of the infrastructure d. Commissioning of the facility for use</p>	<p>1. Delay by GETFund in payment of contractor 2. Contractor factor</p>
<p>9. To renovate the existing sports and games stadium into a modern stadia for use by the College community</p>	<p>- College Management <u>Key players</u> -College Council -College Management & Staff -GETFund -SRC -Alumni</p>	<p>September, 2024</p>	<p>a. College Management put up a proposal for consideration of College Council b. Council considers and approves of proposal c. Advertisement / bidding and award of contract by Council / Management d. Construction of facility e. Commissioning of facility</p>	<p>1. Delay by GETFund in payment of contractor 2. Contractor factor</p>
<p>10. To construct one bungalow for staff</p>	<p>- College Management <u>Key players</u> -College Council -College Management & Staff -GETFund / ORCC -SRC -Alumni -KEA -Contractor</p>	<p>September, 2024</p>	<p>a. College Management put up a proposal for consideration and approval of Council b. Council’s approval is followed by advert, bidding and award of contract by Council / Management c. Construction of bungalow d. Commissioning and occupancy of bungalow</p>	<p>1. Source of funding 2. Delay in payment to contractor 3. Delay by contractor</p>

11.To put up a nursery facility for use by College community	- College Management <u>Key players</u> -College Council -College Management & Staff -SRC -Alumni -KE Municipal Director of Education	September, 2024	<ol style="list-style-type: none"> 1. College Management put up a proposal for consideration and approval of Council 2. Council’s approval is followed by advert, bidding and award of contract by Council / Management 3. Construction of facility 4. Commissioning of facility 	<ol style="list-style-type: none"> 1. Difficulty in sourcing funding
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GOAL 2 (Quality Indicator): PROMOTION OF HIGH STANDARD IN ACADEMIC PROGRAMME DELIVERY

Objective: To ensure quality delivery of the curriculum through recruitment of relevant staff and capacity building.	Success Criteria: <ol style="list-style-type: none"> 1. Staff Professional Development, Staff Recruitment, Quality Assurance, Staff Disciplinary and Students Disciplinary policies are operational at the College. 2. Every staff participate in at least one subject / work-based workshop internally or internally in every semester 3. College-based departmentalised continuous professional development observed by academic staff at least six times in each semester. 4. Every staff has at least the basic qualification needed to operate at their departments 5. At least, 100 new staff recruited and filled vacancies in various department by 2024 6. All staff due for promotion to higher grades within the period merit their promotion and are promoted 		<u>Key committees</u> <ol style="list-style-type: none"> 1. Academic Board 2. Appointment and Promotion 3. Staff Development and Research 4. Professional Development 5. Academic Planning and Quality Assurance 6. Finance 	
Key Targets	Responsible for Leading and ensuring completion/ Key players	Timeline: <i>When will these task happen?</i>	Breakdown of key tasks into achievable smaller tasks	Risk assessment

<p>1. To recruit relevant staff to fill vacancies at the College</p>	<p>-College Management Key players -Council -Appointment and promotion committee -Departmental Boards -MoF / GTEC / ORCC</p>	<p>December, 2021 December, 2022 December, 2023</p>	<p>a. Management / Heads of Departments request for additional staff b. Council / College Management put up advertisement to attract relevant staff c. Shortlisting, selection interview and appointment are done based on merit d. Management conduct employee's orientation and induction into office</p>	<p>1.Difficulty in securing financial clearance 2. Absence of employee's orientation</p>
<p>2. To ensure all staff of the College benefit from subject / work-based capacity building workshop</p>	<p>- College Management Key players - College Management - Heads of Academic Departments - Heads of Non-Academic Departments</p>	<p>December, 2021 December, 2022 December, 2023 December, 2024</p>	<p>a. College Management and Heads of Department earmark workshops to be attended by staff of various units b. College Management makes available resources to the various staff to attend the workshops c. If college-based workshop, College Management in conjunction with Heads of Department / Units with the College Personnel Manager get competent Resource Persons to facilitate the workshops.</p>	<p>1.Lack of / inadequate sensitization about workshops</p>
<p>3. To ensure college-based professional development sessions are held for the academic staff in every semester</p>	<p>- College Management Key players - College Management - Heads of Academic Departments</p>	<p>December, 2021 December, 2022 December, 2023 December, 2024</p>	<p>a. College Management - Professional Development Committee plans with HoDs various themes for PD sessions. b. College Professional Development Coordinators and Departmental Coordinators coordinate the sessions c. College Management makes water and other assorted items available to help the success of the programmes d. College Management through Quality Assurance Committee engages on reviews to improve on subsequent practices</p>	<p>1.Staff lateness to sessions 2. Absence of staff due to some other assignment</p>
<p>4. To ensure that all staff have attained the minimum qualification to work at their various sectors</p>	<p>- College Management Key players -College Council -College Management</p>	<p>December, 2022.</p>	<p>a. Management reviews staff qualification in line with guidelines from GTEC b. Staff who are on programmes to achieve basic qualifications are encouraged to put in their best to help them graduate within the time frames stipulated in their admission letters</p>	<p>1. Difficulty in getting both staff on further studies and their supervisors working in</p>

			<ul style="list-style-type: none"> c. Management processes staff bursary documents to GETFund through GTEC d. Management supports staff internally if possible with other funds 	time to ensure early completion
5. To ensure that staff who merit promotion are promoted	<ul style="list-style-type: none"> - College Management <u>Key players</u> -College Council -College Management 	<ul style="list-style-type: none"> December, 2021 December, 2022 December, 2023 December, 2024 	<ul style="list-style-type: none"> a. Staff put in application for promotion b. Departments and administration process the promotion documents and forward same to appropriate units / stakeholder institution for further works c. Appointment and Promotion Committee sits on the promotion issues to recommend or otherwise of the promotion d. College Management further actions to get the documents to GTEC for the promotion to be considered and mechanized e. Management / Staff confirms salary upward adjustment from promotion 	<ul style="list-style-type: none"> 1. High tendency of getting staff who by years and publications qualify for promotion but not supportive to other engagement of the College / the community

GOAL 3 (Quality Indicator): PROMOTION OF HIGH STANDARD IN COLLEGE MANAGEMENT AND ADMINISTRATIVE PRACTICES

<p>Objective: To enhance effective and efficient management and administration of the College</p>	<p>Success Criteria:</p> <ol style="list-style-type: none"> 1. Governing Council is operational at the College 2. Statutory committees of Council and Academic Board are functional 3. All management positions are filled within 2 fiscal years 4. Gender Responsive, Health and Safety, Security, Conflict Resolution, Anti-Sexual Harassment, Quality Assurance, Assessment, Research, Teaching and Learning, Admission Data Security, Financial Management, Staff Professional Development, Staff Recruitment, Staff Disciplinary, Students Disciplinary, and Public Engagement policies are operational at the College. 5. Annual budget / audit are operational in the College 6. Strategic Development Plan guides operations of the College 7. Members of Management attend at least one capacity building workshop annually 8. Certificate of College accreditation is available 	<p><u>Key committees</u></p> <ol style="list-style-type: none"> 1. All statutory committees of Academic Board 2. All statutory committees of College Council 3. All units heads
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		9. Both physical and cyber security systems are beefed up and no obvious security treat(s) registers at the College within the period		
Key Targets	Responsible for Leading and ensuring completion/ Key players	Timeline: <i>When will these task happen?</i>	Breakdown of key tasks into achievable smaller tasks	Risk assessment
1. To ensure that College runs according to statutory practices and committees	-College Management <u>Key players</u> -Council -College Management -GTEC / MoE	December, 2021 December, 2022 December, 2023 December, 2024 December, 2025	a. College Council approves strategic development plan, sets up all Council statutory committees and makes them operational and approves all relevant polices for administrative running of the College b. College Council / Management put up advertisements and goes through relevant procedures to fill all management vacancies c. College Management put in place all statutory Committees of the Academic Board and makes them operational d. College Management makes sure all other statutory units of the College are operational e. College Council approves annual budget of the College f. College Council / Management ensures College operations are audited annually according to statutory requirement g. Audit Committee ensures smooth running of the audit unit of the College h. College Management carries out appraisal on all units and deliveries of the College and produce annual report i. College Management operate the College with approved policies of Council j. College Management in consultation with Council makes arrangement for reaccreditation of the College in due time	1. Inadequate commitment of some committee members

<p>2. To ensure all College Management Staff partake in work-based capacity building workshops</p>	<p>- College Management <u>Key players</u> - College Management - Council -GTEC / GETFund</p>	<p>December, 2021 December, 2022 December, 2023 December, 2024</p>	<p>a. College Management / Council earmark capacity building programmes for the managerial staff of the College b. College Council / Management releases funds for managerial staff to appropriately participate in capacity building workshop c. College Council / Management reviews managerial staff capacity building programmes for improvement in future programmes</p>	<p>1. Difficulty in funding due to inadequate funds</p>
<p>3. To ensure that relevant security / IT Technicians / systems are employed to beef up security system of the College</p>	<p>- College Management <u>Key players</u> - College Management - Council -MoF / GTEC</p>	<p>December, 2021 December, 2022</p>	<p>a. College Management put in application to MoF through GTEC for financial clearance b. Advertisement is put up by College Management to recruit relevant security personnel and IT Technicians c. College Management arrange for orientation to be given to the newly recruited personnel d. Resources are made available to the newly recruited staff to perform their duties</p>	<p>1. Difficulty in securing financial clearance</p>

GOAL 4 (Quality Indicator): PROMOTION OF PARTNERSHIP AND COLLABORATION FOR GROWTH OF COLLEGE

Objective: To enhance relationship between the College and its partners for growth of the College		Success Criteria: <ol style="list-style-type: none"> 1. Public Engagement policy operational at the College 2. External Relations unit operational in the College 3. Act 847, Harmonised Statutes, Harmonised Scheme and Harmonised Conditions of Service for Colleges of Education functional at the College 		<u>Key committees</u> <ol style="list-style-type: none"> 1. Council 2. Management 3. Alumni 4. SRC 5. All units of the College
Key Targets	Responsible for Leading and ensuring completion/ Key players	Timeline: <i>When will these task happen?</i>	Breakdown of key tasks into achievable smaller tasks	Risk assessment
1. To ensure that College runs according to statutory practices and committees and promote quality education in the Oti Region	-College Management <u>Key players</u> -Council -College Management -GTEC / MoE -Alumni -SRC -Mentoring Universities (UCC & UDS) -ORCC -Dambai Traditional Council -KEM Assembly -PRINCOF -Dambai Traditional Council	December, 2021 December, 2022 December, 2023 December, 2024	<ol style="list-style-type: none"> a. College Council approves Public Engagement Policy and makes it operational at the College b. Council and Management make all statutory committees and various policies operational at the College c. College Council / Management put up advertisements and go through relevant procedures to fill all vacancies d. College Management makes sure all other statutory units of the College are active e. College Management works in time to fulfil all statutory mandates f. College Management carries out appraisal on all units and stakeholder relational engagements g. College Management engages with ORCC in promoting quality education in all schools in the catchment area 	1. Inconsistent Appraisal and Reporting

GOAL 5 (Quality Indicator): BEAUTIFICATION OF COLLEGE ENVIRONMENT

Objective: To provide neat and beautiful academic environment for College		Success Criteria: 1. Health and safety policy operational at the College 2. No sachet / obvious refuse dumped in open space at the College 3. Floral planted at vantage points in the College		Key committees 1. Residence and Housing 2. Quality Assurance 3. Works and Physical Devp't
Key Targets	Responsible for Leading and ensuring completion/ Key players	Timeline: <i>When will these task happen?</i>	Breakdown of key tasks into achievable smaller tasks	Risk assessment
1.To ensure that College engage in friendly waste management practices	-College Management Key players -College Management -Residence and Housing Committee -Procurement / Finance Units -Quality Assurance unit	December, 2021 December, 2022 December, 2023 December, 2024 December, 2025	a. Housing and Residence Committee (RHC) proposes friendly waste management system for the College b. College Management considers and approves proposals of RHC c. RHC sensitizes college community on the new ways of managing waste on campus and also use the opportunity to educate members on the need for maintenance of hygienic environment d. All College members on campus practice the new ways of managing waste on campus e. Quality Assurance unit monitors waste management practices implemented and reports accordingly f. College Management put in reinforcement to ensure compliance by everybody in maintaining neat environment on campus	1. Resistance by community members to engaging in safe waste disposal practices
2. To plant flowering plants at vantage points at the college	-College Management Key players -College Management -Residence and Housing	December, 2021	a. Housing and Residence Committee (RHC), DACE Land Commission and Estate unit propose flower planting plan	1.Drought

	<p>Committee</p> <ul style="list-style-type: none"> -DACE Land Commission -Procurement / Finance Units -Quality Assurance unit -Science Department -Forestry Commission (Oti Branch) 	<p>December, 2022</p> <p>December, 2023</p> <p>December, 2024</p> <p>December, 2025</p>	<ul style="list-style-type: none"> b. College Management considers and involves Oti Regional Forestry Commission for possible plants c. College Management approves proposals of RHC and connect DACE Land Commission together with RHC and Estate to the Forestry Commission for further consideration and decision d. College Management briefed on decisions and final agreement reached for planting of flowering plants e. Plants planted and maintained to survive f. Quality Assurance unit monitors and report appropriately to Management g. College Management put in follow up activities to ensure campus is maintained beautifully. h. Grasses on college campus always weeded by the labourer force to acceptable heights 	
<p>3. To ensure that communal refuse beings are put at vantage points of the College and refuse disposed off properly</p>	<p>-College Management</p> <p><u>Key players</u></p> <ul style="list-style-type: none"> -College Management -Residence and Housing Committee -Zoomlion Waste Company Ltd -KEM Assembly 	<p>December, 2021</p>	<ul style="list-style-type: none"> a. College Management procures / secures communal refuse containers and put at vantage points of the College b. College Management through Residence and Housing Committee carries out orientation for the College community on ways of disposing various types of wastes c. College Management engages Zoomlion Waste Company Ltd in the management of waste issue and signs MoU on the engagement. 	<p>1. Inadequate funds available making it difficult to purchase communal containers</p>

GOAL 6 (Quality Indicator): MONITORING COLLEGE ACTIVITIES FOR IMPROVEMENT

Objective: To monitor all sectors of the College for effectiveness and efficiency		Success Criteria: 1. Monitoring policy operational at the College 2. Quality Assurance policy operational at the College		<u>Key committees</u> 1. Council 2. Management 3. Quality Assurance
Key Targets	Responsible for Leading and ensuring completion/ Key players	Timeline: <i>When will these task happen?</i>	Breakdown of key tasks into achievable smaller tasks	Risk assessment
1. To ensure the activities of all sectors of the College are monitored periodically and reported on	-College Management <u>Key players</u> -College Management -Academic Planning and Quality Assurance Committee -QAO	December, 2021 December, 2022 December, 2023 December, 2024 December, 2025	a. College Council approves Monitoring and Quality Assurance polices for use at the College b. College Management implements Monitoring, Quality Assurance and related policies operational at the College c. Quality Assurance unit designs appraisal tools / schemes to gather data on all sectors d. Quality Assurance unit monitors all sectors of the College every semester e. Quality Assurance Unit provides appraisal reports to College Management f. College Management organises stakeholder forums for dialogue on college performance g. Heads of academic / units organise departmental meetings for implementation of issues bothering on them h. Further review actions are initiated by College Management to improve systemic operations. i. College Management provides situational reports to Council	1. Resistance a. Inconsistent Appraisal and Reporting