THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF NATURAL RESOURCES AND TOURISM

COLLEGE OF AFRICAN WILDLIFE MANAGEMENT

# MWEKA

# STRATEGIC PLAN


## 2026/27-2030/31

## Table of Contents

## ACRONYMS

| | |
|---|---|
| AIDS | Acquired Immune Deficiency Syndrome |
| ASSU | Academics Support Services Unit |
| CAG | Controller and Auditor General |
| CAWM | College of African Wildlife Management, Mweka |
| CMU | Communication and Marketing Unit |
| COVID 19 | Coronavirus Disease 2019 |
| DoS | Dean of Students |
| DRARC | Deputy Rector Academic Research and Consultancy |
| DRPFA | Deputy Rector Planning Finance and Administration |
| EAC | East African Community |
| FAU | Finance and Accounts Unit |
| FYDP IV | Five Year Development Plan IV |
| GIS | Geographic Information System |
| GPS | Global Positioning System |
| GUPES | Global Universities Partnership on Environment and Sustainability |
| HoUs | Head of Units |
| HRMA | Human Resources Management and Administration Unit |
| IAU | Internal Audit Unit |
| ICT | Information and Communication Technology |
| ICTU | Information and Communication Technology Unit |
| HICT | Head Information and Communication Technology Unit |
| HIV | Human Immunodeficiency Virus |
| KPIs | Key Performance Indicators |
| LSU | Legal Services Unit |
| MAU | Manager Academics Unit |
| MFAU | Manager Finance and Accounts Units |
| MHRMU | Manager Human Resources Management and Administration Unit |
| MoF | Ministry of Finance |
| MPDU | Manager Planning and Development Unit |
| NACTVET | National Council for Technical and Vocational Education and Training |
| NCDs | Non-Communicable Diseases |
| PDU | Planning and Development Unit |
| PLWHA | People Living with HIV and Aids |
| PMU | Procurement Management Unit |
| PPRA | Public Procurement Regulatory Authority |
| QAU | Quality Assurance Unit |
| RCPU | Research, Consultancy and Publications Unit |

| | |
|---|---|
| SADC | Southern Africa Development Community |
| SDG | Sustainable Development Goals |
| SMART | Spatial Monitoring and Reporting Tool |
| SSU | Students Services Unit |
| SWOC | Strengths, Weaknesses, Opportunities and Challenges |
| TCU | Tanzania Commission for Universities |
| TZS | Tanzanian Shillings |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| USA | United States of America |
| VIU | Venice International University |

## STATEMENT OF THE CHAIRMAN OF THE GOVERNING BODY

This Strategic Plan is a roadmap that articulates the College's vision, mission, and core values over the five-year planning cycle (2026/27 - 2030/31). It highlights seven (7) strategic objectives, the specific strategies for achieving them, and the respective targets.

The Plan is aligned with the 2025 - 2030 CCM Election Manifesto, Five-Year National Development Plan IV (2026/27 - 2030/31), the Tanzania Development Vision 2050, and the Presidential Inaugural Speech delivered during the 13th Parliamentary Session on 14th November, 2025. The Plan is also aligned with the sixth-Phase Government philosophy of Reconciliation, Resilience, Reforms, and Rebuilding (4Rs) as articulated by Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania.

In the next five (5) years, the Governing Body will strive to uphold the College's core values, ensure that the objectives of this Strategic Plan are effectively achieved, and guarantee value for money across all College functions.

The preparation of this Strategic Plan was a tedious endeavor, but it is, of its own merit, well-suited to addressing the strategic changes currently facing the College. I thank all stakeholders, experts, and partners who offered guidance and recommendations throughout the Strategic Plan preparation process. Their contributions were instrumental in shaping this plan.

I call upon local and international partners to collaborate with and support the College in implementing this Strategic Plan. Lastly, I look forward to the College Management and all members of Staff fully committing themselves to the successful implementation of this Plan.

Prof. Yunus D. Mgaya
**CHAIRMAN OF THE GOVERNING BODY**

## STATEMENT OF THE RECTOR

The preparation of this Strategic Plan was undertaken to replace the preceding (2021/22-2025/26) one, in line with national policies and plans. The Plan is intended to serve as a tool for budgeting, performance evaluation, and enhancing the College's accountability over the next five years. Briefly, it is expected to guide the College's strategic decisions.

As stipulated in its Act No. 8 of 1964 (R.E 2022), the College is mandated to provide training, conduct research, and provide consultancy services in wildlife and tourism and in allied fields. Thus, the focus is on strengthening the delivery of these services while also improving the working environment and staff welfare. Given that funding for the College has so far remained insufficient, this Plan also aims to increase revenue through the introduction of new and innovative measures.

The effective implementation of this Strategic Plan will improve the College's performance. To this effect, the College management commits to undertake the necessary efforts to ensure the Plan is implemented to the highest level of diligence. Finally, I express my sincere appreciation to all the College staff and our stakeholders for their valuable contributions towards its preparation. Special appreciation should go to the Secretariat, led by the College's Planning and Development Unit, for spearheading this important assignment.

Prof. Julius W. Nyahongo

**RECTOR**

## EXECUTIVE SUMMARY


This Strategic Plan has been prepared to better guide the College operations for the period 2026/27-2030/31. While keeping in line with broader national goals and aspirations, it is meant to serve as a tool for efficient implementation of the College functions banking on collaboration and support from various stakeholders and partners.

This Plan has been prepared in accordance with the Medium-Term Strategic Planning & Budgeting Manual (2005). Critical issues and priority planning areas were identified through the participation of a broad range of key stakeholders. Data and information were obtained from reports, while the ideas and concerns of stakeholders were gathered through a series of consultative workshops.

The Plan has seven (7) strategic objectives of which four (5) are core while two (2) are generic. Each of these is qualified by its respective strategies, targets, and outcome indicators. The core objectives focus on strengthening (i) training in wildlife, tourism, and environmental management, (ii) research and provision of consultancy services, (iii) financial sustainability, (iv) College capacity in service delivery and (v) Internationalization and Global Engagement, respectively. The generic objectives aim at (v) reducing HIV/AIDS infection and Non-Communicable Diseases at the workplace and (vi) Implementation of the National Anti-Corruption Strategy.

This Plan is aligned with both national goals, policies, and strategic frameworks, including the Tanzania Development Vision 2050, The Chama Cha Mapinduzi (CCM) Election Manifesto (2025-2030), The Five-Year Development Plan IV (2026/27-2030/31), and The Presidential Inaugural Speech delivered during the 13th Parliamentary Session on 14th November 2025. It is also in line with regional and international policy frameworks such as The African Union’s Vision 2063 -The ‘Africa we Want’ and The United Nations Sustainable Development Goals (2030). Its keen implementation is expected to improve the strategic performance of the College.

# CHAPTER ONE

# INTRODUCTION

## 1.1. Background

The College of African Wildlife Management (CAWM), Mweka was established by the College of African Wildlife Management Act No. 8 of 1964 (R.E 2022). The Act provides for the creation of a multidisciplinary, multi-professional, and multi-sectoral Governing Body, responsible for the overall control and administration of the College.

The College is located on the southern slopes of Mount Kilimanjaro, about 14 km north of Moshi Municipality, approximately 60 Km from Kilimanjaro International Airport. It is about 90 km from Arusha city, a leading Tanzanian tourist destination and the headquarters of the East African Community (EAC). The College is strategically located within the globally renowned wildlife-rich northern circuit of protected areas in Tanzania, comprising Ngorongoro Conservation Area and Serengeti, Kilimanjaro, Arusha, and Tarangire National Parks.

The College is accredited by The Tanzanian National Council for Technical and Vocational Education and Training (NACTVET) and recognized as a Center of Excellence in wildlife management training by both the East African Community (EAC) and the Southern African Development Community (SADC). It offers 28 long-term training programs in Wildlife, Tourism and Environmental Management as follows: Basic Technician Certificate (5), Technician Certificate (5), Ordinary Diploma (5), Bachelor's degree (4), Postgraduate Diploma (4), and Master's degree (5). It also offers a broad range of tailor-made short courses in tourism, wildlife management, and environmental and waste management.

## 1.2. Mandate

As per its Establishment Act No. 8 of 1964 (R.E. 2022), the College is mandated to provide technical and professional training, conduct research, and offer consultancy services in Wildlife Management, Tourism, and allied disciplines.

## 1.3. Functions

The functions of the College are as follows:

i. To provide technical and professional training in wildlife management, tourism, and other allied disciplines at the certificate, diploma, degree, and postgraduate levels, as well as through short courses.
ii. To conduct research in the areas of wildlife management, tourism, and other allied disciplines.
iii. To provide consultancy services in the fields of wildlife management, tourism, and other allied disciplines.

## 1.4. Purpose of the Plan

This strategic Plan defines the College's future direction and guides achievement of its Vision and Mission. It thus aligns annual plans and budgets with the College's strategic priorities while ensuring efficient resource use. Further, it is intended to serve as a critical tool for tracking CAWM performance, enabling evidence-based decision-making and fostering accountability. It also facilitates effective stakeholder engagement while ensuring adaptability to emerging challenges.

## 1.5. Approach

This Strategic Plan was prepared through the participation of College Management and Staff, as well as with other stakeholders and external partners. It was developed in accordance with the process of the National Medium-Term Strategic Planning and Budgeting Manual of 2005 and other national planning frameworks. It aligns with relevant national, regional, and international policies and strategic documents, including Tanzania Development Vision 2050, the Five-Year National Development Plan IV (2026/27-2030/31), the Ruling Party Election Manifesto 2025-2030, the Africa Agenda 2063: The Africa We Want, and the Sustainable Development Goals 2030.

The Plan preparation entailed undertaking a comprehensive Situational Analysis. Detailed stakeholder mapping was undertaken, along with an analysis of the College's strengths, weaknesses, opportunities, and challenges. Analysis of the Political, Economic, Social, Technological, Legal, and Environmental external to the College was also undertaken.

This approach led to the identification of critical issues and planning concerns, which formed the basis for developing strategic objectives. College Vision, Mission, Core values, and Objectives, along with their respective strategies, targets, and key performance indicators, were then formulated.

## 1.6. Strategic Plan Layout

The Plan is organized into four main Chapters. Chapter one provides the background of the College, focusing on its mandate and functions. It also provides both the rationale for preparing this Strategic Plan and a description of the methodological approaches adopted.

Chapter two provides a situation analysis of the internal and external environments affecting the College's functions. It also provides a synthesis of the policy context guiding the College's operations and a performance review of the previous Strategic Plan (2021/22-2025/26). The Chapter also outlines the current Strengths, Weaknesses, Opportunities, and Challenges (SWOC) encountered in the implementation of the previous Plan. Finally, it provides a stakeholder analysis detailing their expectations for the implementation of this Strategic Plan.

Chapter three presents a comprehensive roadmap for realizing the College's desired future, including its Vision, Mission, and Core Values. It also serves as a foundation for the Strategic Plan by providing an in-depth analysis of the rationale for each strategic objective.

Chapter four sets the approach for monitoring and evaluation towards achieving the set targets. It offers a comprehensive monitoring and evaluation framework, including specific milestones to gauge the implementation of the Plan. It also gives procedures for reporting progress.

# CHAPTER TWO

## SITUATIONAL ANALYSIS

This Chapter describes the College's internal and external environments, as well as the factors that influence its performance in accordance with its mandate. It also highlights the challenges encountered and achievements attained during the implementation of the previous (2021/22-2025/26) Strategic Plan. Further, it analyses the College's SWOC and stakeholders' expectations regarding its services. The critical issues that emerged from this are also highlighted.

### 2.1 Analysis of the Current Vision and Mission

#### 2.1.1. Current Vision

"*To become a center of excellence for professional and technical training in addressing the challenges of wildlife sustainability in Africa*"

This vision statement was assessed as lacking a wider geographical scope, which is the most ideal at present given the age of the College and the extremely competitive and evolving global academic landscape. This vision was thus broadened so that the scope of training, research and consultancy services should conform to international needs and standards.

#### 2.1.2. Current Mission

*"Providing the highest standards of technical training by engaging a global community and undertaking relevant research and consultancies in order to meet the needs of wildlife and tourism management in Africa"*

This mission was considered to reflect neither all the key functions of the College nor the existing and emerging global environmental challenges. It also lacks emphasis on integrating the fast-evolving and competitive global technological landscape into the College key functions. It was thus revised to address these strategic gaps.

## 2.2 Review of Relevant Documents

### 2.2.1 Linkage with National and International Development Frameworks

The Strategic Plan (2026/27 – 2030/31) has six objectives which are encapsulated within the national and international development planning frameworks. The Plan is aligned with the Tanzania Development Vision 2050, FYDP IV (2026/27-2030/31), The CCM Election Manifesto (2025 – 2030), The Presidential Inaugural Speech delivered during the inauguration of 13$^{th}$ Parliamentary session on 14$^{th}$ November, 2025 and the 4R philosophy (Reconciliation, Resilience, Reforms, Rebuilding of the Nation) of the current Government - led by H.E Dr. Samia Suluhu Hassan.

Further, the Plan is linked with the key national sectoral policies of Wildlife, Tourism, Forest, Environment and Education and Training Policy as well as NACTVET Accreditation and Recognition Regulations (2001). At the international level, the Plan aligns with relevant development frameworks such as the UN Sustainable Development Goals (SDGs) 2030, Agenda 2063: The Africa we Want, The East African Protocol on Environment and Natural Resources, SADC Protocol on Wildlife Conservation and Law Enforcement.

It is also linked to the Protocol on the Development of Tourism in the Southern African Development Community (SADC), under Article 2, aims to contribute to human resource development in the region by promoting the development of skills at all levels of the tourism industry. This Plan supports the implementation of the Protocol through Objective C, which focuses on offering professional training programmes at different levels in tourism. These programmes equip students from Tanzania and other SADC countries with the technical, managerial, and practical skills required to effectively participate in and support the growth of the tourism industry.

### 2.2.2 Tanzania Development Vision 2050

Section 4.2 sub-section 4.2.1 of the National Development Vision 2050 emphasizes building a well-educated and skilled society through quality education, including Technical and Vocational Education and Training (TVET), by promoting critical thinking, science, technology, innovation, research, environmental sustainability, climate resilience, and aligning education with labour market and national development needs.

The CAWM Strategic Plan (2026/27–2030/31) implements Vision 2050 through Objectives **C** and **D** by providing competence-based, demand-driven technical training in wildlife, tourism, and environmental management. The Plan promotes the use of modern research tools and technologies to generate evidence-based solutions to national development challenges, including, human–wildlife conflict, climate change adaptation, biodiversity loss, and sustainable tourism.

### 2.2.3 Five Year Development Plan IV (2026/27-2030/31)

Sections 4.5.3.1 and 4.5.4(ii) of FYDP IV advocate for industrialization, human development and implementation effectiveness as key areas of socio-economic transformation. Objective **C** of this Plan will address FYDP IV requirements by increasing public access to quality education and training opportunities. Graduates with relevant and good quality knowledge, skills and expertise are critical in spearheading the social-economic development in Tanzania. Further, objective **F** will help sustain effectiveness in implementing the College functions by ensuring provision of a critical mass of adequately knowledgeable and skilled staff.

### 2.2.4 Chama Cha Mapinduzi (CCM) Election Manifesto (2025-2030)

Subsection 2.3.1 of the CCM Election Manifesto (2025–2030) emphasizes strengthening the quality of technical education and skills training at all levels to ensure the education system produces graduates with appropriate knowledge, relevant skills, and the capacity to compete internationally. This Plan, through Objective **C**, provides students with practical, hands-on training that enhances graduate employability and global competitiveness.

Further, subsection 2.1.3.7 of the Manifesto sets a target of increasing the number of tourists to 8 million by 2030. The CAWM Strategic Plan through Objectives **C** contributes to this target by training professionals with competencies in tour guiding and resource interpretation, hospitality management, customer care and Sustainable tourism operations to improve service quality, visitor satisfaction and repeat visitation.

To implement the "Kazi na Utu" slogan from the CCM Election Manifesto (2025–2030), the Plan through Objective **A**, **B**, **E** and **G** promotes staff welfare, integrity, and service excellence.

Key actions include supporting staff with HIV/AIDS and NCDs, implementing the National Anti-Corruption Strategy, ensuring timely payments, and strengthening overall service delivery and customer care.

### 2.2.5 Presidential Inaugural Speech delivered during the 13$^{th}$ Parliamentary Session on 14$^{th}$ November 2025

During the inauguration of the 13th Parliament on 14$^{th}$ November 2025, H.E. Samia Suluhu Hassan reaffirmed the Government's commitment to developing the tourism sector to reach 8 million domestic and international tourists, while intensifying efforts to address human–wildlife conflict through increased ranger numbers, improved operational techniques, and the use of modern technologies such as drones, to mitigate the impacts caused by problem wildlife.

This Plan through Objective **C** and **D** strengthens training and research in tourism management, sustainable tourism, hospitality, destination management, and resource interpretation, while diversifying curricula to include emerging areas such as Heritage Management, Hospitality, as well as introducing specialized modules such as Paramedic Tourism, and Tourism Psychology. It also enhances capacity for wildlife managers and rangers, by integrating modern tools, including GIS and SMART patrol systems, to support anti-poaching and human–wildlife conflict mitigation efforts.

### 2.2.6 Government Philosophy of Reconciliation, Resilience, Reforms and Re-building (4R's)

The 4Rs (Reconciliation, Resilience, Reforms and Rebuilding) are a critical part of the vision of the current Government geared towards a stable, progressive and globally competitive nation. This Plan supports Reforms by reviewing and updating curricula to align with labour-market needs and promotes Resilience through diversified academic programmes and strengthened practical, field-based training to enhance graduate employability. It further advances resilience by supporting research and innovation in climate change, biodiversity conservation, and human–wildlife conflict, while strengthening institutional systems through improved ICT and staff capacity building.

### 2.2.7 National Sectoral Policies

The sectoral policies that are addressed in this Plan includes Wildlife Policy of Tanzania (2007), National Tourism Policy (1999), National Forest Policy (1998) and the National Environmental Management Policy (2021) and Education and Training Policy of 2014 (2023 Edition).

### 2.2.8 Wildlife Policy of Tanzania (2007)

Section 3.2.1 of The Wildlife Policy of Tanzania (2007) emphasizes the protection and sustainable utilization of wildlife and wetland resources. Objective **C** of the Plan will help realize this Policy by producing knowledgeable and skilled wildlife law enforcers and wildlife managers. Further, objective **D** will help realize the Policy by conducting applied research and providing consultancy services to address the challenges facing the wildlife sector, leveraging emerging technologies and new markets.

### 2.2.9 The National Tourism Policy (1999)

Section 4.3 of the National Tourism Policy (1999) is geared towards promoting and developing tourism that is ecologically friendly and environmentally sustainable.

This is done by promoting development of sustainable and responsible tourism that is culturally and socially acceptable, economically viable, ecologically friendly and environmentally sustainable. Objective **C** of this Strategic Plan will support implementation of the National Tourism Policy by producing knowledgeable and skilled Tourism and Hospitality Managers and Tourism Operators. Further, objective **D** will comply with the Policy by conducting applied research and providing consultancy services aimed at addressing the challenges facing tourism industry.

### 2.2.10 Tanzania National Forest Policy (1998)

Section 4.2.3 of the Tanzania Forest Policy emphasizes on the development of ecotourism as a potential source of income for forest owners and rural communities adjacent to natural forests.

Objective **C** of this Plan supports the implementation of the Tanzania National Forest Policy by offering competence-based training in ecotourism and community-based natural resource management, equipping graduates with skills to design, manage, and market ecotourism initiatives in forest areas. These skills directly support forest owners and communities to earn income from ecotourism activities.

### 2.2.11 National Environmental Management Policy (2021)

Chapter 3 (Policy Issues, Objectives and Statements) of the NEMP 2021 promotes effective environmental conservation and sustainable socio-economic development. Plan supports the implementation of the Policy through objective **C** by integrating environmental conservation principles into its academic programmes, including Environmental and Waste Management to build skilled human capital and through competence-based, field-oriented training which equips students with practical skills in environmental protection, sustainable use of natural resources, Climate change adaptation and mitigation as well as pollution prevention.

### 2.2.12 Tanzania Education and Training Policy 2014 (2023 Edition)

Subsection 2.1.3.4 of the Tanzania Education and Training Policy (2014; 2023 Edition) requires higher learning institutions to produce skilled professionals for the national development.

In line with this, Objective **C** of the College’s Plan supports the policy by offering training in Wildlife, Tourism, Environmental Management and allied disciplines equipping students with practical and theoretical skills to address challenges in natural resource conservation, tourism, and sustainable development.

### 2.2.13 The National Research and Development Policy (2010)

Section 3 of the National Research and Development Policy (2010) emphasizes research as a driver of national development. In line with this, CAWM, through Objective **D** of its Strategic Plan, undertakes applied research to address practical challenges in wildlife, environmental and natural resource management, and tourism.

Research outputs are shared with stakeholders to support evidence-based decision-making and are integrated into academic programmes to keep training relevant.

CAWM also strengthens staff research capacity, promotes innovative tools, and collaborates with government, academia, NGOs, and the private sector to advance joint research aligned with national priorities.

#### 2.2.14 Antiquities Policy (2008)

This policy aims to build human and institutional capacity to protect and develop cultural heritage. The Plan implements this through Objective **C** and **D** by providing education and training in heritage conservation and tourism, and by promoting the sustainable use of antiquities through research and community engagement. The plan also focuses on enhancing awareness of conservation laws to prevent damage and preserve these resources for future generations.

#### 2.2.15 Accreditation and Recognition Regulations (2001) for NACTVET

Section 36(b) of the NACTVET Accreditation and Recognition Regulations (2001) requires technical institutions to maintain up-to-date curricula that reflect current advancements. In line with this requirement and through Objective **C** of the Plan, CAWM regularly reviews and accredits its programmes under NACTVET to ensure compliance with national standards.

The College applies the Competency-Based Education and Training (CBET) approach, ensuring graduates acquire relevant skills, knowledge, and attitudes that meet industry needs and enhance employability both locally and internationally.

#### 2.2.16 National Guidelines for Artificial Intelligence in Education (2025)

The National Guidelines for Artificial Intelligence in Education (2025) aim to promote the effective, ethical, and inclusive use of AI to enhance teaching and learning, strengthen assessment systems, build institutional capacity, support curriculum innovation, advance research and innovation, ensure data security and ethical compliance as well as fostering collaboration and partnerships across the education sector. In alignment with these objectives, the CAWM Strategic Plan integrates AI-related priorities across its strategic objectives.

Through Objective **C**, the Plan implements the Guidelines by addressing Section 2.3 (Teaching and Learning), Section 2.4 (Assessment and Evaluation), Section 2.5 (Capacity Building and Training), and Section 2.6 (Curriculum and Content Development).

CAWM achieves this by integrating AI literacy, digital learning tools, and ethical AI use into its curricula, strengthening staff and student competencies, improving assessment practices, and enhancing learning outcomes and graduate employability.

Through Objective **D**, the CAWM Strategic Plan supports Section 2.9 (Research and Innovation) of the Guidelines by promoting applied, context-relevant AI research in education, natural resource management, wildlife conservation, and tourism, with a focus on solving real-world challenges and informing evidence-based decision-making. In addition, the Strategic Plan contributes to Section 2.2 (Security, Privacy and Ethics), Section 2.8 (Data Use and Management) and Section 2.10 (Collaboration and Partnerships) by strengthening ethical awareness, responsible data management practices, and multi-stakeholder collaboration with government institutions, industry, and development partners, in line with national AI standards.

### 2.2.17 Inter-University Council of East Africa (IUCEA)

The Inter-University Council of East Africa (IUCEA) aims to strengthen regional integration, academic mobility, international recognition of academic programmes, and research and innovation collaboration. The CAWM Strategic Plan supports these objectives through Objectives **C**, **D** and **G** by aligning academic programmes and quality assurance systems with IUCEA frameworks, thereby facilitating programme benchmarking, registration, and mutual recognition within the region. Through Objective **D** (Research, Consultancy and Outreach), CAWM promotes joint research, regional research networks, and knowledge sharing with IUCEA member institutions. In addition, the Strategic Plan strengthens institutional capacity, governance, quality assurance, and partnerships, enhancing CAWM's visibility and active participation in IUCEA-led initiatives and regional platforms.

### 2.2.18 United Nations Sustainable Development Goals (SDGS) 2030

This Plan contributes to the achievement of the UN Sustainable Development Goals (SDGs) 2030, specifically SDGs 4, 5, 9,13 and 15.

- **SDG 4 (Quality Education)** is supported by objective **C** through providing high-quality and demand-driven training in wildlife, tourism and environmental management.

- **SDG 5 (Gender Equality)** is addressed through Objective **B**, which mainstream gender and other cross-cutting issues across all College functions and activities.

- **SDG 9 (Industry, Innovation and Infrastructure)** is realized through Objective **D** by strengthening research and consultancy services, and through Objective **C** and **G** by producing skilled graduates who drive innovation and transformation in the wildlife and tourism sectors.

- **SDG 13 (Climate Action: reducing atmospheric $CO_2$ by 2050 through sustainable consumption patterns)** is supported through Objective **C** by integrating climate change mitigation and low-carbon solutions into training programmes, and through Objective **D** by conducting research on biodiversity conservation, climate change and sustainable tourism.

- **SDG 15 (Life on Land)**: The CAWM Strategic Plan through objective **C** supports SDG 15 by providing competence-based training in wildlife, forestry, natural resource, and environmental management, producing skilled professionals capable of sustainably managing terrestrial ecosystems, forests, and biodiversity. Through Objective **D** the Plan promotes applied research on biodiversity conservation, habitat management, climate change adaptation, and human–wildlife conflict mitigation, generating evidence-based solutions that support sustainable land use and ecosystem protection. The Plan also strengthens collaboration with national, regional and international conservation institutions, enhancing knowledge sharing, capacity building, and coordinated efforts to protect and restore terrestrial ecosystems in line with SDG 15.

### 2.2.19 Agenda 2063: The Africa we Want

The Plan is also aligned with Agenda 2063: The Africa We Want, particularly Section 72(c), which calls for strengthened conservation education, technical and vocational training as well as research and innovation.

Objectives **C, D** and **G** address this by providing technology-driven training and applied research in wildlife, tourism and environmental management.

### 2.2.20 East African Community (EAC) Protocol on Environment and Natural Resources

Article 7 of EAC Protocol on Environment and Natural Resources Management focuses on Wildlife Conservation and Management. Through Objective **C** and **G**, the College offers specialized training in anti-poaching, wildlife law enforcement, intelligence gathering, and wildlife crime investigation, contributing to the fight against illegal wildlife trade and strengthening regional conservation and law enforcement capacity.

### 2.2.21 SADC Protocol on Wildlife Conservation and Law Enforcement

Article 7 of the SADC Protocol on Wildlife Conservation and Law Enforcement focuses on Wildlife Law Enforcement. This Strategic Plan contributes to achieving this vision through objective **C** and **G**.

Specifically, the College provides comprehensive training in anti-poaching strategies, surveillance, and intelligence gathering to combat illegal wildlife activities effectively.

### 2.2.22 Long-term Perspective Plan (LTPP) 2026 – 2050

The College Strategic Plan has been prepared in line with the aspirations of LTPP 2050 under the pillar of *Building Human Capabilities and Social Development*. In particular, the Plan recognizes that education, training, and skills development are fundamental drivers of national transformation, inclusive growth, and improved quality of life. Consistent with LTPP 2050, the College has prioritized the provision of quality, inclusive, and market-responsive education and training programmes that equip learners with practical competencies, innovation capacity, and lifelong learning skills required in a dynamic labour market.

Furthermore, the CAWM Strategic Plan (2026/27–2030/31) implements LTPP 2026 – 2050 through Objectives **C** and **D** by strengthening teaching and learning infrastructure, improving training quality, promoting research and innovation, and enhancing staff capacity.

Through these interventions, the College contributes to the development of a skilled, productive, and resilient workforce capable of supporting sustainable socio-economic development in Tanzania.

### 2.3 Performance Review

The 2021/22-2025/26 Strategic Plan consisted of six (6) objectives. This section reviews the key achievements, constraints and way forward.

**Objective A: Intervention and Prevention of HIV/AIDS and NCDs Programmes at workplace strengthened**

The College has exerted concerted efforts to improve awareness on HIV/AIDS and NCDs amongst both the College staff, students and the surrounding local community. Both sensitization for voluntary HIV/AIDS testing and physical exercises have been encouraged through regular seminars and upscaled.

Staff awareness on HIV/AIDS and NCDs related issues has increased slightly but individually driven compliance on preventive measures of these diseases remains relatively low. The College should intensify these preventive interventions.

**Objective B: Effective implementation of National Anti-corruption Strategy Enhanced and sustained**

The College has strived to sensitize its staff and students against corruption practices. Despite considerable increase in awareness, such malpractices have not entirely stopped. Procurement processes are still perceived as excessively bureaucratic, leading to unnecessary implementation delays and even cost overruns. However, upscaling these efforts against this problem is constrained by a multitude of human-behavioral related factors. It is therefore desirable to further strengthen anti-corruption ethics and interventions, including initiation of anti-corruption clubs (especially amongst students) and strengthen good governance.

**Objective C: Training in Wildlife Management and Tourism improved**

The College has formulated and diversified good quality academic programs commensurate with market needs providing the students with diverse, hands-on learning.

It has also acquired three (3) field study areas to smoothen field practical training, which it continues to develop. Nine (9) new curricula were developed and nineteen (19) existing ones were reviewed.

The College has also constructed a new Hostel Block with a capacity to accommodate 294 students as well as a Training Block with a capacity to accommodate 1,000 students. Taken together, these efforts have allowed for increased student enrolment from 804 in 2021/22 to 1,348 students in 2025/26 Academic years.

However, existing national regulatory processes have tended to compromise enrolment of foreign students. Modernization of training through integration of technology has also been slow. There is need to continue with strategic transformation of the training component taking advantage of the global technological advances. Efforts are also needed to ensure increased enrolment of foreign students.

**Objective D: Research and Consultancy services on Wildlife Management and Tourism improved**

Generation of academic knowledge through research has been fairly improved to meet public demand. As such, Research findings have been widely disseminated for public consumption and provision of consultancy services strengthened.

A total of 16 research studies were conducted, generating 119 papers that were presented widely both within and outside the country. Constraints in this area include inadequate financial resources and constrained research networks and consultancy service opportunities.

However, there is also low morale by Academic staff to undertake and publish scientific reports. The College should strengthen its capacity to undertake research and consultancy and encourage and instill staff morale in conducting research. It should also seek and join research and consultancy networks and explore for extrabudgetary funding in this regard.

**Objective E: Financial resources mobilization and management enhanced**

Revenue for the College increased from 10.135 billion TZS (5.180 billion TZS from Government subvention and 4.954 billion TZS from College Own source Collections) during the 2021/2022 financial year to 13.231 billion TZS (7.275 billion TZS from Government subvention and 5.955 billion TZS from College Own source Collections) during the 2024/2025 financial year.

Stringent Internal Controls were also maintained by the College, leading to successive Unqualified Audit opinions over the five-year reporting period. However, the College has sustained itself mainly through internally generated funds - sourced from student fees with support from the central government.

Budgetary government support has remained low and unpredictable whereas revenue from student fees depends on increased enrolment, which is currently facing stiff competition from other institutions.

The College needs to strengthen marketing of its academic programs and consultancy service provision and enhance support from development partners. It should explore innovative and diversified extra-budgetary funding opportunities

**Objective F: Institutional Capacity to deliver services strengthened**

The College capacity to deliver quality products and services to both internal and external stakeholders has been improved. A total of 150 staff were trained through various short and long-term courses and supplied with working facilities and equipment. Teaching and administrative infrastructure was also improved. Nevertheless, given the growing volume and diversity of College functions, there is need to capacitate its workforce in terms of knowledge and skills and nurture and improved working environment.  This will allow for efficient and reliable delivery of services and goods in line with customer expectations.

## 2.4 Stakeholders' Analysis

The successful implementation of this Strategic Plan, CAWM dictates a collaborative environment with a diverse range of both local and international stakeholders.

These include the Local Governments, Central Government, Public Institutions, Private Sector, Civil Society, Non-Governmental Organizations, Development Partners, CAWM Community, The Media, Politicians, Service Providers, and the General Public. Details of key College stakeholders in terms of their expectations and engagement strategy are presented in Table 1.

**Table 1: Stakeholder's Expectations and engagement strategy**

| S/N | Stakeholder | CAWM services | Expectations from Stakeholders | Potential impacts of not meeting Stakeholder expectations |
|---|---|---|---|---|
| 1 | General Public | • Training on Wildlife, Tourism and Environmental Management<br>• Information on Wildlife, Tourism and Environmental programs on offer<br>• Professional Advice on Wildlife, Tourism and Environmental management | • Quality Training<br>• Accurate and timely delivery of training information | • Poor Reputation<br>• Increased complaints<br>• Decreased applications for enrolment |
| 2 | Public institutions | • Training of Wildlife and Tourism Management potential staff<br>• Technical Advisory services on wildlife conservation and tourism management<br>• Sharing of research findings | • Competent graduates<br>• Scientifically informed professional advice | • Poor reputation |
| 3 | Regional Secretariat and LGAs | • Information on College planned events | • Timely sharing of College information<br>• Accurate information | • Inadequate collaboration |
| 4 | Conservation and Tourism institutions | • Training of potential employees in Wildlife, Tourism and Environmental management<br>• Technical Advice on wildlife, tourism and Environmental management<br>• Sharing of research findings in wildlife, tourism and environmental management | • Competent graduates<br>• Professional advisory services | • Poor reputation<br>• Poor collaboration |
| 5 | Government Regulatory Authorities | • Performance reports<br>• Long and Short-term training courses on Wildlife and Tourism management<br>• Professional management Advice on Wildlife and Tourism management | • Comprehensive reports<br>• Quality training services<br>• Competent graduates<br>• Timely provision of training services<br>• Compliance with policies and regulations | • Declining student enrolments<br>• Increased complaints<br>• Poor academic reputation |

| S/N | Stakeholder | CAWM services | Expectations from Stakeholders | Potential impacts of not meeting Stakeholder expectations |
|---|---|---|---|---|
| 6 | Private Entities | • Information on available short and long-term training opportunities<br>• Research and Consultancy Services<br>• Professional Advice | • Timely and accurate information<br>• Fairness and transparency<br>• Quality training<br>• Competent graduates<br>• Timely provision of training services<br>• Research and consultancy services | • Increased complaints<br>• Low trust on training<br>• Poor reputation in research and consultancy services |
| 7 | Development Partners | • Information on training opportunities<br>• Information support needed by the College<br>• Research and Consultancy services opportunities<br>• Technical reports on Research and consultancy services<br>• Feedback Reports on Programmes previously supported | • Transparency in the use of funds<br>• Value for money<br>• Timely and accurate reports | • Erosion of generosity to college support needs<br>• Declined opportunities for financial support |
| 8 | Regional and international Organizations | • Information on training opportunities<br>• Information on support needed by the College<br>• Research and Consultancy services opportunities | • Training in specific thematic areas of interest<br>• Research in consultancy services in thematic areas of interest<br>• Transparency in the disbursement and use of funds<br>• Value for money<br>• Timely and accurate periodic reports | • Erosion of generosity to College support needs<br>• Withdrawal in financing programmes and projects<br>• Lack or declined financing of programmes and projects |

| S/N | Stakeholder | CAWM services | Expectations from Stakeholders | Potential impacts of not meeting Stakeholder expectations |
|---|---|---|---|---|
| 9 | Community Based Organizations | • Information on training opportunities<br>• Information on support needed by the College<br>• Research and Consultancy services opportunities | • Training in specific thematic areas of interest<br>• Research in consultancy services in thematic areas of interest<br>• Value for money<br>• Timely and accurate periodic reports | • Erosion of generosity to College support needs<br>• Withdrawal in financing programmes and projects<br>• Lack or declined financing of programmes and projects |
| 10 | CAWM Community | • Capacity building<br>• Better working and learning environment<br>• Career development<br>• Counseling, coaching and mentorship | • Fair treatment<br>• Attractive terms and conditions of service<br>• Conducive working environment<br>• Timely provision of attractive statutory benefits | • Increased complaints<br>• High staff turnover<br>• Low morale<br>• Low competencies<br>• Low creativity and innovation<br>• Misconduct and unethical behavior<br>• Low productivity |
| 11 | Politicians | • Information on Wildlife, Tourism and environmental training | • Accurate and Timely information<br>• Value for money<br>• Timely and comprehensive specific reports on demand | • Poor reputation<br>• Politically motivated disputes |
| 12 | Media Groups | • Information on training programmes<br>• Reports for media consumption | • Timely and accurate information<br>• Press conferences opportunities | • Poor publicity of the Institution<br>• Poor institutional visibility |
| 13 | Service providers | • Payment for services rendered<br>• Bidding opportunities as per government regulations | • Timely payments for the service rendered<br>• Transparency and fairness in procurement processes | • Increase in complaints<br>• Mistrust by service providers<br>• Poor service delivery<br>• Poor college reputation<br>• Legal disputes between CAWM and service providers<br>• Corruption |

### 2.5 SWOC Analysis

A SWOC analysis was conducted to identify internal and external factors that appear to facilitate or hinder the College's performance. The strengths were the unique features that distinguish the College from similar institutions, while the weaknesses were the shortfalls arising from previous College activities. Opportunities were external factors that could be exploited during the implementation of this Strategic Plan, while challenges were external constraints likely to hamper College operations. Analysis of these items (SWOC) (Table 2) sets the groundwork for the preparation of relevant areas of intervention in the Strategic Plan.

**Table 2: SWOC Analysis**

| Strengths | Weaknesses |
|---|---|
| • Visionary and strategic leadership<br>• Committed and competent Management Team<br>• Competent and skilled faculty in conducting training, research, and offering consultancy services<br>• Motivated and committed staff<br>• Existence of Internal management policies and systems<br>• Existence of legal and regulatory instruments<br>• Provision of competence-based training<br>• Credible reputation as a pioneer training institution in Africa<br>• Good relationship with local communities living adjacent to the College<br>• Presence of alternative revenue generation streams | • Insufficient collaboration and partnerships<br>• Inadequate staff<br>• Limited competency in academic disciplines<br>• Narrow financial base<br>• Insufficient financial resources<br>• Inadequate infrastructure, facilities and equipment |
| **Opportunities** | **Challenges** |
| • Existence of government supportive governance and administrative frameworks<br>• Excellent strategic location for facilitating wildlife and tourism training<br>• Presence of collaboration and partnership networks<br>• Growing demand of Training needs<br>• Global Advances in Technological applications<br>• Political will and Government support for the College development | • Fluctuating policies of partners and stakeholders in supporting the College<br>• Declining enrolment of foreign students<br>• Perceived higher training costs<br>• Persistent land dispute with College neighboring community<br>• Unpredictable risks e.g. pandemics<br>• Climatic Changes |

## 2.6 Best Practice

A review of best practices from Universities and Colleges in the USA, Europe, Asia, and Africa offering programs similar to CAWM revealed key insights into academic offerings, governance, and administrative processes. Their academic portfolio includes Master's degree programs in Arts in Sustainable Leisure Management and Wildlife Ecology and Conservation. At the same time, Sustainability, Environmental Ethics, and Wildlife Filming and Photography Courses are offered at the Certificate level. Governance structures in these institutions are organized into specialized Schools, Faculties, and Departments, with a focus on enhancing academic and administrative efficiency.

There are strong collaborative networks among these foreign institutions and growing leverage in technology and innovation. This includes the application of data analytics, digital and social media marketing, Artificial Intelligence, chatbots, electronic libraries, innovation hubs, and digital storytelling tools for teaching complex concepts. For example, the University of Pretoria (UP) in South Africa houses the African Institute of Data Science and Artificial Intelligence (AfriDSAI) and collaborates closely with other colleges to enhance the use of AI and other technologies. Nurturing campus sustainability practices is another increasingly popular dimension worldwide, as exemplified by the University of Cape Town, where student-led sustainability projects such as recycling, energy efficiency, and green offices are in practice.

The use of global academic frameworks is increasingly popular. For instance, the 560-member Global Universities Partnership on Environment and Sustainability (GUPES) helps mainstream sustainability into university curricula and research. Some member universities include the Tongji University (host of the UN Environment–Tongji Institute) and Venice International University (VIU), which also feature prominently in terms of implementation of the UN SDGs. They engage in thematic projects and strategic plans that commit them to sustainable development and social responsibility.

## 2.7 Way forward

This Plan should transform the College academic portfolio by introducing specialized customer-driven programs. It is thus critical that the College introduces innovative problem-solving academic modules integrated with the current fast evolving technological advances. Further, academic linkage with both local and foreign stakeholders should be actively pursued.

The College should also consider nurturing a campus life driven by hands-on sustainability policies to practically address pertinent contemporary issues such as resource governance, biodiversity loss, and climate change. In this way, the College should be able to cascade SDGs into its functions while striving to achieve its vision and mission. The College should also consider restructuring its governance framework alongside emerging administrative constraints. Here, a review of its Organizational Structure appears pertinent for strengthening academic delivery, by introducing stand-alone directorates or faculties. The academic programs proposed for introduction are listed in table 3.

**Table 3: New academic Programmes to be considered for introduction**

| S/N | Course Description |
|---|---|
| **A. Long-term Courses** | |
| 1 | Diploma in Heritage Conservation and Tourism |
| 2 | Diploma in Aquatic Resources, Ecology and Conservation |
| 3 | Diploma in Tour and Travel Management |
| 4 | Diploma in Hospitality Management |
| 5 | Professional Course on Hunting & Trophy Management |
| 6 | Bachelor Degree in Bee Resources Technology & Management |
| 7 | Bachelor Degree in Heritage Conservation and Tourism |
| 8 | Bachelor Degree in Aquatic Resources, Ecology and Conservation |
| 9 | Master’s Degree in Tourism Marketing |
| 10 | Master’s Degree in Wildlife Sciences |
| 11 | Master’s Degree in Hospitality Management |
| 12 | Master’s Degree in Heritage Conservation and Tourism |
| 13 | Master’s Degree in Aquatic Resources, Ecology and Conservation |
| 14 | PhD in Conservation Sciences |
| 15 | PhD in Tourism Management |
| **B. Short- Term Courses** | |
| 1 | Captive wildlife management |
| 2 | Endangered species management |
| 3 | Illegal Wildlife Trade |
| 4 | Cross-cultural Management |
| 5 | Tour operations and Packaging |
| 6 | Spot Fishing Guide |
| 7 | Bird Watching Guide |

*NB: A module on aspects of swimming will be introduced at the level of tour guiding operation certificate and diploma courses.*

## 2.8 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

### 2.8.1 Political Aspect

Politically motivated priorities can often easily impact College functions. This raises the need to adaptively adjust to the evolving political changes such as on financial policies that may potentially derail the College financial stability hence its ability to deliver its mandate. Similarly, although regional cooperation and support for the College remains critical, these may be easily disrupted by regional and even global geo-political instabilities, such as civil unrests. Erratic and fluctuating political orientations and priorities, which sometimes internationally driven may erratically shift funding obligations thus adversely affecting College performance.

**Way forward**

The College should establish a robust policy monitoring system to forecast and adapt to sweeping political changes related to provision of its functions. However, adaptive collaboration with government agencies, regional bodies, and international donors can ensure resilience in changed political scenarios. Diversifying and broadening income generating streams through provision of consultancy services, specialized training and short course programs, as well as establishing joint projects with stakeholders and partners including the private sector will enhance political resilience.

### 2.8.2 Economic Aspect

High inflation rates and unemployment, as well as overdependency on donor support can adversely impact on the College performance. For instance, students may fail to pay tuition fees, potentially lowering enrollment rates. Currency instability may also adversely affect external funding opportunities (dominated by foreign currencies). Further, unforeseen risks such as COVID-19 pandemic may disrupt funding streams, thus directly impacting implementation of college key functions.

**Way forward**

The College should undertake strategic diversification of resilient revenue streams and adopt cost-effective operational models.

### 2.8.3 Social Aspect

Increasing human population has potentially led to a corresponding increase in training demand. It is thus imperative for the College to consider flexible tuition models or scholarships for this fast-growing number of students. Evolving consumer behaviors in the academic world include shifted interests towards specialized or jointly established programs, which necessitate continuous curriculum reviews and adaptations. Further, the diversity in religious affiliations amongst students and stakeholders calls for an inclusive approach in program deliveries, provision of campus services, and community engagement to ensure a culturally sensitive and supportive learning environment.

**Way Forward**

The College should prioritize flexible and affordable tuition fee models and continually adapt its curricula against the ever-evolving market demands. It should also foster a socially inclusive and culturally sensitive environment to attract students from diverse social-cultural backgrounds, hence broaden and strengthen enrollment.

### 2.8.4 Technology Aspect

Technological transformation offers a critical opportunity for the College as it strives to strengthen delivery of its functions. For instance, AI for wildlife monitoring, drones and remote sensing technologies, GPS tracking, e-tourism platforms, and chatbots are already transforming conservation practices and tourism. Adaptive integration of these tools into the College academic curricula is thus crucial so as to equip students with cutting-edge knowledge and skills, hence their real-world employability.

**Way Forward**

The College requires innovative and technologically informed investments in all aspects of its key functions. In this regard it needs to strengthen partnerships with both technology providers and users. Training of faculty members will be critical to ensure an effective integration of technology into the academic arena. Adoption of AI, for instance, should entail development of comprehensive guidelines for using chatbots, while adhering to ethical practices, data privacy, and user experience requirements in line with national policies and guidelines.

### 2.8.5 Environmental Aspect

Environmental considerations, including the UN 2030 Sustainable Development Goals (SDGs), may shape the strategic direction of the College, for instance, in curricular development and funding. Increasing emphasis on environmental credits and sustainability standards (SDG 13 on Climate Action), may shape donor priorities, directing investments toward projects that contribute to global environmental goals. Taken together, issues such as pollution (SDG 6 on Clean Water and Sanitation), and SDG 12 (Responsible Consumption and Production), prolonged droughts (SDG 15: Life on Land), and wildfires (SDG 13: Climate Action) underscore the need for adaptive curricula focus, Integrating topics like climate resilience, sustainable resource management, and disaster preparedness into academic offerings.

**Way Forward**

The College should adapt sustainability themes into curricula research and development, incorporating globally trending cotemporary topics issues such as climate resilience and disaster preparedness. Further, it should broaden partnerships with relevant industries and stakeholders to secure funding and create hands-on learning opportunities for these issues.

### 2.8.6 Legal Aspect

The College operates within a broader regulatory environment shaped by national bodies such as NACTVET, TCU and NECTA, which regulate academic policies related to student admission and accreditation of academic deliveries. Compliance with these regulations is mandatory to maintain institutional credibility. Training curricula must be aligned with professional certification requirements, ensuring graduates meet the relevant industry licensing and competency standards. The interplay between multilateral international agreements, national and local by-laws further underscore the need for a strategic balancing of global benchmarks against regional and local legal frameworks.

**Way Forward**

The College should continue to align its academic programs and admissions policies with regulatory requirements including adherence to certification standards. Also, there is need for adaptation to a proactive compliance strategy to meet international conventions and local by-laws, ensuring global competitiveness while maintaining the credibility of the College.

## 2.9 Critical issues

There are several areas for improvement arising from this situational analysis but the critical ones emerging from performance review, SWOC and Stakeholders' Analysis, are outlined in Table 4.

**Table 4: Critical Issues to be considered in the Plan**

| S/N | Issue | Description of Measures |
|---|---|---|
| 1 | Inadequate financial, physical, and human resources | • Diversify of revenue streams and expenditure controls<br>• Provide adequate and good-quality infrastructure, facilities and equipment<br>• Recruit adequate and qualified personnel<br>• Carry out continuous staff development |
| 2 | Insufficient knowledge of the College by the public | • Profile the College to the general public on a broad diversity of media platforms |
| 3 | Inadequate collaboration and partnerships with Stakeholders | • Explore and engage in novel networking opportunities with a broad range of stakeholders and partners |
| 4 | Lack of diversified, adaptive and globally oriented training | • Transform training orientation so that it is strategically diversified, adaptive and responding to real local and global needs |
| 5 | Insufficient research activities and consultancy services | • Actively seek and engage in collaborative research and consultancy networks and platforms<br>• Encourage and facilitate faculty members to actively undertake research and consultancy activities |
| 6 | Insufficient integration of technology into College functions | • Engage on rigorous technological transformation: explore, acquire and integrate appropriate technologies in implementation of College functions<br>• Explore, engage and nurture partnerships and collaboration that facilitates transfer of technology |

# CHAPTER THREE

## THE PLAN

This Chapter presents the Plan to be implemented during the financial years 2026/2027 and 2030/31. It outlines the Vision, Mission, Core values, and Functions within which this Plan is built upon. Further, the Chapter details the objectives to be achieved as well as its respective strategies, targets and outcome indicators.

### 3.1. Vision

*To be a global center of excellence in professional and technical training in African wildlife conservation and tourism.*

### 3.2. Mission Statement

*To provide the highest standards of professional and technical training, research, and consultancy by harnessing technology and global partnership to meet sustainable wildlife and tourism management needs in Africa.*

### 3.3. Core values

CAWM adheres to the following core values in her service provision.

| | |
|---|---|
| **Professionalism** | Expert led |
| **Effectiveness** | Prompt provision of adequate and quality products |
| **Efficiency** | Results oriented with minimal wastage of resources |
| **Client oriented** | Embracing positive relationships with stakeholders |
| **Creative and Innovative** | Imaginative and technologically groundbreaking |
| **Honesty** | Integral and truth worthy |
| **Fairness** | Non-discriminatory and without favoritism |
| **Accountability** | Answerable to our actions, responsible |
| **Transparency** | Delivering with openness, ready for public scrutiny |
| **Results-oriented** | Outcome oriented rather than procedural |

## 3.4. Functions of the College

According to College Act No. 8 of 1964 (R.E. 2022) its functions are as follows:

i. To provide technical and professional training in wildlife management, tourism and allied disciplines
ii. To conduct research in the area of wildlife management, tourism and allied disciplines
iii. To provide consultancy services in the area of wildlife management, tourism and allied disciplines

## 3.5. Strategic Plan Objectives

During the period 2026/27-2030/31, CAWM will endeavor to achieve the following seven (7) objectives:

A. HIV/AIDS infection and NCDs reduced and supportive services improved
B. Implementation of National Anti-Corruption Strategy enhanced and sustained
C. Training in Wildlife, Tourism and Environmental Management improved
D. Research and Consultancy services on Wildlife, Tourism and Environmental Management improved
E. Institutional Financial sustainability enhanced
F. Institutional capacity to deliver services strengthened
G. Internationalization and Global Engagement enhanced

**Objective A: HIV/AIDS infection and NCDs reduced and supportive services improved**

**Rationale**

The HIV/AIDS pandemic and NCDs affect the College workforce in service provision by reducing productivity and lowering Staff and student performance. The College has been undertaking initiatives to reduce HIV infection through awareness creation and provision of care and support to people living with HIV/AIDS (PLWHA). Further, it has established physical exercise programs to reduce the risk factors associated with NCDs. However, sustaining these efforts is critical, given that the College continues to recruit new Staff and enroll new students. Therefore, this objective intends to institute measures to reduce risks for HIV/AIDS infections and reduce the impacts of NCDs through creating awareness and providing supportive services.

**Strategy A.1:** **Strengthen HIV/AIDS and NCDS preventive measures**

Target A.1.1 100% of staff are aware of HIV/AIDS and NCDs by June 2031

Target A.1.2 100% of CAWM staff engage in preventive practices against HIV/AIDS and NCDs by June 2031

Target A.1.3 100% of CAWM students engage in preventive practices against HIV/AIDS and NCDs by June 2031

**Strategy A.2:** **Enhance HIV/AIDS care and supportive services**

Target A.2.1 100% of staff are aware of the availability of HIV/AIDS supportive services by June 2031

Target A.2.1 100% of staff living with HIV/AIDS obtain health support by June 2031

**Outcome Indicators**

i. HIV/AIDS infection rate
ii. NCD morbidity rate

**Objective B: Implementation of National Anti-Corruption Strategy enhanced**

**Rationale**

Good governance is key to the effective delivery of good-quality services. Corruption in any institution undermines good governance, disrupts institutional credibility, and undermines national development. The College strives to mainstream the National Anti-Corruption Strategy into its governance systems. Awareness-raising and sensitization of the College community against corruption are ongoing, but should be long-term and gender-responsive.

**Strategy B.1:** **Promote good governance**

Target B.1.1 100% of customer complaints fully resolved by June 2031

Target B.1.2 100% of college community members are gender responsive by June 2031

Target B.1.3 At least 90% of staff concerns fully addressed by June 2031

**Strategy B.2:** **Enhance accountability**

Target B.2.1 100% of CAWM staff fully compliant of anti-corruption measures by June 2031

Target B.2.2 100% of financial transactions comply with internal controls standards by June

| | |
|---|---|
| Target B.2.3 | 100% of procurement transactions are legally compliant by June 2031 |
| Target B.2.4 | 100% management practices comply with good governance standards by June 2031 |

**Outcome Indicators**

i. Level of public perceptions towards the organization
ii. Audit opinion

**Objective C: Training in Wildlife, Tourism and Environmental Management improved**

**Rationale**

CAWM is dedicated to delivering high-quality technical and professional training in Wildlife, Tourism, and Environmental Management, respectively, within Tanzania and beyond. Despite having trained a sizable number of well-qualified professionals, intervention of newly emerging issues in these disciplines (such as Human-Wildlife conflicts) remains challenging. The College will thus continue to transform and strengthen training programs, focusing on the ground needs and leveraging existing technological advancements to address evolving challenges in Wildlife, Tourism, and Environmental Management.

| **Strategy C.1:** | **Strengthen delivery of training programs** |
|---|---|
| Target C.1.1 | 100% of Training Programs delivered as per standards by June 2031 |
| Target C.1.2 | Internal training Policies, Guidelines and Manuals in place and fully functional by June 2031 |
| Target C.1.3 | All training curricula are up to date by June 2031 |
| Target C.1.4 | At least Five hundred (500) members of the public have basic knowledge of the College programs on offer annually by June 2031 |

| **Strategy C.2:** | **Improve quality of training and learning environment** |
|---|---|
| Target C.2.1 | At least two (2) modern technologies are integrated in each training program by June 2031 |
| Target C.2.2 | All field study areas maintained at appropriate standards by June 2031 |

| | |
|---|---|
| Target C.2.3 | 100% of faculty members and students working in suitable training and learning environment by June 2031 |

| | |
|---|---|
| **Strategy C.3:** | **Enhance training support systems** |
| Target C.3.1 | Number of local students increased to 2,500 by June 2031 |
| Target C.3.2 | 100% of all students fully assessed by June 2031 |
| Target C.3.3 | Five (5) Library services fully maintained by June 2031 |
| Target C.3.4 | Internal examinations and admission Policies, Guidelines and Manuals in place and fully complied with by June 2031 |

**Outcome indicators**

i. Enrolment rate for national and international students
ii. % of employers contented with CAWM-trained staff performance
iii. Performance rate of students

**Objective D: Research and Consultancy Services on Wildlife, Tourism and Environmental Management improved**

**Rationale**

CAWM is mandated to conduct research and consultancy services in wildlife, tourism, and allied disciplines. In the past five years, it has published over 100 scientific articles/book chapters and made discoveries that have significantly contributed to the body of knowledge in wildlife and tourism management. Further, it has provided outreach and consultancy services to the public, both within Tanzania and beyond. However, the scale of these services remains low given the demands on the ground. To address this gap, the College will continue to actively explore and strengthen targeted research and consultancy partnerships and collaborations in wildlife, tourism, and environmental management.

| | |
|---|---|
| **Strategy D.1:** | **Strengthen provision of research services** |
| Target D.1.1 | Internal research Policies, Guidelines and Manuals up-to-date and fully functional by June 2031 |
| Target D.1.2 | 80% of CAWM academic staff have the requisite professional capacity to undertake impactful research by June 2031 |
| Target D.1.3 | Research outputs increased by 50% by June 2031 |
| Target D.1.4 | Collaboration with partners and stakeholders in research increased by 50% by June 2031 |

| | |
|---|---|
| Target D.1.5 | Four (4) appropriate modern technologies incorporated into research initiatives by June 2031 |

| | |
|---|---|
| **Strategy D.2:** | **Strengthen provision of consultancy services** |
| Target D.2.1 | Internal consultancy Policies, Guidelines and Manuals in place and fully functional by June 2031 |
| Target D.2.2 | 80% of staff have the requisite capacity to undertake consultancy services by June 2031 |
| Target D.2.3 | Consultancy services increased by at least 50% by June 2031 |
| Target D.2.4 | Collaborative ventures with partners and stakeholders in undertaking consultancy increased by 50% by June 2031 |

| | |
|---|---|
| **Strategy D.3:** | **Improve dissemination of research findings** |
| Target D.3.1 | 80% of research findings generated are publicly accessible by June 2031 |
| Target D.3.2 | Outlets for dissemination of research findings increased by 50% by June 2031 |
| Target D.3.3 | Quality of Academic outlets publishing CAWM research findings increased by 100% by June 2031 |

**Outcome indicators**

i. % of impactful discoveries and innovations
ii. Average citation index
iii. Institutional Academic ranking
iv. % of impactful consultancy services

**Objective E: Institutional Financial Sustainability Enhanced**

**Rationale**

Over the years, the College has sought to mobilize financial resources to run its operations efficiently. Nevertheless, reliance on external funding still accounts for > 40% of its budget, which is risky to its operational performance. Financial management needs to be strengthened to address imminent and potential institutional risks, such as those posed by the COVID-19 pandemic in 2020.

This objective aims to strengthen financial resource mobilization and management to sustain the effective implementation of the College's functions.

**Strategy E.1:** **Optimize mobilization of institutional financial resources**

Target E.1.1 Internal revenue streams diversified from five (5) to eight (8) by June 2031

Target E.1.2 Revenue from external sources increased by at least 40% by June 2031

Target E.1.3 Revenue flow per stream maintained at 100% by June 2031

**Strategy E.2:** **Enhance financial management and controls**

Target E.2.1 100% of financial transactions are fully automated as per standards and functional by June 2031

Target E.2.2 National and International financial control standards fully complied with by June 2031

Target E.2.3 Asset management system up to date and fully functional by June 2031

Target E.2.4 Financial management systems in place and fully complied with by June 2031

**Strategy E.3:** **Strengthen institutional planning**

Target E.3.1 Institutional budgetary procedural requirements fully complied with annually by June 2031

Target E.3.2 100% of strategic document requirements met annually by June 2031

Target E.3.3 At least 80% of institutional risks are mitigated by June 2031

Target E.3.4 Institutional Monitored and Evaluated (M&E) overall performance increased by at least 50% by 2021

Target E.3.4 At least five (5) Income generating development projects secured by June 2031

**Outcome indicators**

i. % Revenue performance
ii. Audit opinion
iii. Governance and administration performance rating

**Objective F: Institutional capacity to deliver services strengthened**

**Rationale**

Strengthening institutional capacity is fundamental for the effective and efficient delivery of quality services. Efforts to improve service delivery have been undertaken to capacitate CAWM staff in this regard, including training and the provision of a conducive working environment for the Staff. Despite these efforts, persistent institutional capacity gaps remain. This objective aims to strengthen the College's capacity to continue delivering adequate and high-quality services and products.

| | |
|---|---|
| **Strategy F.1:** | **Strengthen human resources capacity** |
| Target F.1.1 | 80% of staff administrative requirements met by June 2031 |
| Target F.1.2 | 100% of staff are qualified as per job requirements by June 2031 |
| Target F.1.3 | Staff retention remains at 95% by June 2031 |
| Target F.1.4 | At least 85% of staff score above average in terms of work performance by June 2031 |
| **Strategy F.2:** | **Improve staff welfare** |
| Target F.2.1 | 100% of staff have full access to essential social services by June 2031 |
| Target F.2.2 | 90% of staff engage in recreational activities by June 2031 |
| Target F.2.3 | Administrative and staff emoluments fully met by June 2031 |
| **Strategy F.3:** | **Improve infrastructure and equipment** |
| Target F.3.1 | Infrastructural requirements for administrative and training fully met by June 2031 |
| Target F.3.2 | Administrative and training infrastructure fully in use by June 2031 |
| Target F.3.3 | Equipment and facility needs for administrative and training fully met by June 2031 |
| **Strategy F.4:** | **Improve working environment for the College community** |
| Target F.4.1 | College safety and hygiene environment maintained to standards by June 2031 |
| Target F.4.2 | CAWM community have full access to reliable transportation services by June 2031 |
| Target F.4.3 | 100% of CAWM community have reliable access to public utility services in the field training areas by June 2031 |

**Strategy F.5:** **Strengthen compliance with existing rules and regulations**

Target F.5.1 Quality standards for the College administrative and training operations fully met by June 2031

Target F.5.2 Procurement and supplies procedural standards fully met annually by June 2031

Target F.5.3 Performance management systems in place and fully functional by June 2031

Target F.5.4 Compliance on internal controls maintained above 90% by June 2031

Target F.5.5 CAWM legal issues fully resolved by June 2031

**Strategy F.6:** **Improve students' welfare**

Target F.6.1 100% of students have full access to essential social services by June 2031

Target F.6.2 90% of students engage in recreational activities by June 2031

Target F.6.3 65% of students accommodated in college premises by June 2031

**Strategy F.7:** **Strengthen institutional visibility and recognition**

Target F.7.1 Diversity of major clients engaged with the College increased by at least 70% by June 2031

Target F.7.2 Number of major customers and institutions seeking College services expanded by 80% by June 2031

Target F.7.3 Public-College joint engagement events elevated by at least 90% by 2021

**Strategy F.8** **Enhance integration of ICT into the College functions**

Target F.8.1 100% of ICT infrastructural and software requirements are met annually by June 2031

Target F.8.2 80% of College staff have sufficient knowledge on efficient use of ICT services on offer by June 2031

Target F.8.2 90% of the College community utilize the installed ICT capacity in full by June, 2031

Target F.8.3 Provision of ICT services is reliable 90% of the time by June 2031

**Outcome indicators**

i. % of Customers satisfied
ii. Staff turnover rate

**Objective G: Internationalization and Global Engagement enhanced**

**Rationale**

Internationalization and global engagement are essential for strengthening institutional quality, expanding knowledge exchange, and preparing individuals to operate effectively in an interconnected world. By fostering international partnerships, cross-cultural collaboration, and global learning opportunities, CAWM can enhance academic excellence, research capacity, innovation, and competitiveness. This objective aims to promote the sharing of diverse perspectives, best practices, and emerging ideas while developing graduates and professionals possessing global awareness, intercultural competence, and the skills needed to address complex international challenges.

Through internationalization and global engagement, CAWM will strengthen its capacity, contributing to sustainable development by building networks, increasing visibility, attracting talent, and creating opportunities for mutual growth and collaboration across borders, which will rise international students' enrolment gradually decreased to 7 in 2025/26.

| | |
|---|---|
| **Strategy G.1** | **Strengthening International participation and Global Collaboration** |
| Target G.1.1 | 100 staff and students engaged in global events by June 2031 |
| Target G.1.2 | 20 exchange programs enhanced by June 2031 |

| | |
|---|---|
| **Strategy G.2** | **Enhancing Global Visibility, Digital Engagement, and Alumni Networks** |
| Target G.2.1 | Functionality and effectiveness of 1 CAWM Alumni network enhanced by June, 2031 |
| Target G.2.2 | CAWM website and 10 digital platforms are configured to capture global staff and student engagement by June 2031 |
| Target G.2.3 | Two CAWM Newsletters published Annually by June, 2031 |

| | |
|---|---|
| **Strategy G.3** | **Expanding International Partnerships in Academic Programs and Intercultural Learning Opportunities** |
| Target G.3.1 | Ten summer schools established and operationalized by June, 2031 |
| Target G.3.2 | Enrolment of international students increased to 100 by June, 2031 |
| Target G.3.3 | Ten online courses developed and fully operationalized by June 2031 |

**Outcome indicators**

i. Number of international students enrolled
ii. % of Alumni supporting CAWM activities
iii. Number of functional strategic collaboration MoU signed with foreign learning institutions

Tables 13 and 14 present the Target Indicators Matrix and Strategic Plan Matrix for Objectives A to G, together with their corresponding strategies, indicators, and expected outputs.

# CHAPTER FOUR

## THE RESULTS FRAMEWORK

This Chapter explains how the envisaged results in this Strategic Plan will be measured. It also indicates how various interventions will be undertaken and monitored, and highlights the specific studies and evaluations to be carried out in this regard. The Chapter also presents the overall Development Objective, the beneficiaries of CAWM services, the Result Framework Matrix, the Monitoring and Evaluation Plans, the Planned Reviews, and the Reporting Plan.

### 4.1. Development Objective

The development objective of CAWM is to provide professional and technical training, conduct research, and provide consultancy services in Wildlife Management, Tourism, and allied disciplines. This development objective presents the highest level of results envisioned by CAWM.

### 4.2. Beneficiaries of the College's Services

Beneficiaries of the services and products offered by the College include students, the local and international tourism, wildlife, and environmental management industries, policy makers, employers, leaders, consumers of academic research findings, and the public.

### 4.3. The Results Framework Matrix

This matrix contains CAWM's overall development objectives, intermediate outcomes, and outcome indicators. The matrix envisages how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of intermediate outcomes and objectives. The result framework matrix is presented in Table 5.

**Table 5: Result Framework Matrix**

| Development Objective | Objective Code | Objectives | Intermediate Outcome | Outcome Indicators |
|---|---|---|---|---|
| To provide professional and technical training, conduct research and provide consultancy services in Wildlife Management, Tourism and allied disciplines | A | HIV/AIDS infection and NCDs reduced and supportive services improved | • Increased voluntary counseling and testing<br>• Reduced new HIV cases<br>• Reduced new NCD cases<br>• Increased awareness on preventive measures on HIV and NCD<br>• Increased staff declaring their health status<br>• Decreased stigma among staff<br>• Change in lifestyle of staff towards control of HIV and NCDs | • HIV/AIDS infection rate<br>• NCD morbidity rate |
| | B | Implementation of National Anti-Corruption Strategy enhanced and sustained | • Increased awareness on anti-corruption strategies<br>• Reduced corruption incidences/ allegations<br>• Reduced disciplinary intervention<br>• Increased awareness on National Anti-Corruption Strategy<br>• Improved ethical conduct of staff<br>• Reduced client complaints<br>• Improved transparency in service delivery | • Level of public perceptions towards the organization<br>• Audit opinion |
| | C | Training in Wildlife, Tourism and Environmental Management improved | • Increased student enrolment<br>• Improved students' academic performance<br>• Improved institutional academic profile<br>• Strengthened training programs Improved academic professionalism<br>• Increased employability of CAWM graduates | • Enrolment rate for national and international students<br>• % of employers contented with CAWM-tianed staff performance<br>• Performance rate of students |
| | D | Research and Consultancy services in Wildlife, Tourism and Environmental Management improved | • Increased academic discoveries and innovations<br>• Increased citation index<br>• Improved staff capacity in research and consultancy | • % of impactful discoveries and innovations made<br>• Average institutional citation index for the College<br>• Institutional academic ranking |

| Development Objective | Objective Code | Objectives | Intermediate Outcome | Outcome Indicators |
|---|---|---|---|---|
| | E | Institutional financial sustainability enhanced | • Increased revenue<br>• Improved financial controls<br>• Strengthened governance and management | • Revenue performance rating<br>• Audit opinion<br>• Governance and administration rating |
| | F | Institutional capacity to deliver services strengthened | • Improved staff welfare<br>• Improved staff working environment<br>• Increased staff morale<br>• increase productivity | • % of customers satisfied<br>• Staff turnover rate |
| | G | Internationalization and Global Engagement enhanced | • Operational exchange programs<br>• Operating Alumni network<br>• Established summer schools<br>• Increased international students' enrolment<br>• Operationalization of online courses | • Number of international students enrolled<br>• % of Alumni supporting CAWM activities<br>• Number of functional strategic collaboration MoU signed with foreign learning institutions |

## 4.4. Monitoring Plan, Planned Reviews and Evaluation Plan

This section presents the monitoring plan, planned reviews, and evaluation plan components of the Strategic Plan implementation cycle. The monitoring indicators are defined to allow for an objective assessment of whether the Plan is achieving the expected results. These indicators shall be used to track the progress of SP implementation. Monitoring will be continuous, whereby data on Plan implementation will be regularly collected, analyzed, and interpreted to inform decision-making, taking corrective measures as necessary. The sub-section also gives a schedule and specifics of reviews and evaluations to be conducted, to provide comfort on whether the outputs are on track to meet planned objectives.

### 4.4.1. Monitoring Plan

The monitoring plan consists of indicators and their descriptions, and a baseline narrative for each indicator, target values, methods of data collection and analysis, reporting frequency, and the Unit responsible for data collection as well as analysis and reporting. Performance based on these indicators will be reported regularly as needed. The Monitoring Plan is detailed in Table 6.

**Table 6: Monitoring Plan**

| S/N | Indicator & Indicator Description | Baseline | | 2026/27-2030/31 | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Year | Value | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| **Objective A: HIV/AIDS infection and NCDs reduced and supportive services improved** | | | | | | | | | | | | | | |
| 1 | **Amount of funds (TZS) allocated to support SLWHIV** *This indicator monitors the resources and services allocated to support SLWHIV* | 2025/26 | 2,000,000 | 2,000,000 | 2,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | Annual Budgets | Budgetary preparation sessions | Annually | 1.Approved Budget reports<br>2.Financial statements<br>3.Procurement reports on medication | Annually | HRMA |
| 2 | **HIV/AIDS infection rate** *This indicator measures the proportion of SLWHIV* | 2025/26 | 0 | 0 | 0 | 0 | 0 | 0 | Case presentations | Medical examination | Monthly | 1.Patient Registration Forms<br>2.Medical Reports | Yearly | HRMA |
| 3 | **NCD morbidity rate** *This indicator measures the proportion of staff within CAWM Community with NCDs* | 2025/26 | 0 | 0 | 2 | 4 | 6 | 10 | Case presentations | Medical examination | Monthly | 1.Patient Registration Forms<br>2.Medical Reports | Yearly | HRMA |
| **Objective B: Implementation of National Anti-Corruption Strategy enhanced and sustained** | | | | | | | | | | | | | | |
| 4 | Number of confirmed corruption cases *This indicator determines the number of confirmed corruption-related cases* | 2025/26 | 0 | 0 | 0 | 0 | 0 | 0 | Corruption related customer complaints | Customer Surveys | Quarterly | 1.Customer survey reports<br>2.Administrative reports | Quarterly | HRMA |

| S/N | Indicator & Indicator Description | Baseline | | 2026/27-2030/31 | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Year | Value | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| 5 | **% of staff aware of corruption practices** *This indicator measures the proportion of CAWM staff that are aware of the anti- corruption practices* | 2025/26 | 100 | 100 | 100 | 100 | 100 | 100 | Staff surveys | Questionnaires | Annual | Survey Reports | Annual | HRMA |
| **Objective C: Training in Wildlife, Tourism and Environmental Management improved** | | | | | | | | | | | | | | |
| 6 | **Student Enrolment rate** *This indicator intends to measure an increase enrolment of students* | 2025/26 | 1,348 | 1578 | 1808 | 2038 | 2268 | 2500 | Successful Admission Applications | Online system | Annually | Admission Reports | Annually | ASSU |
| 7 | % of employers satisfied with CAWM graduates' performance | 2025/26 | 100 | 100 | 100 | 100 | 100 | 100 | Employers Database | Tracer study | Annually | Study Reports | Yearly | QAU |
| 8 | **Students' performance rate** *This indicator intends to measure the % of students reaching the standard performance bar* | 2025/26 | 85 | 86 | 87 | 88 | 89 | 90 | Examination Sessions | Final Exams Results | Annually | Approved Exam Results | Annually | ASSU |
| **Objective D: Research and Consultancy services on Wildlife, Tourism and Environmental Management improved** | | | | | | | | | | | | | | |
| 9 | Number of discoveries and innovations | 2025/26 | 3 | 4 | 4 | 5 | 5 | 6 | Research Activities | Publications reviews | Annually | Published well acknowledged Findings | Annually | RCPU |
| 10 | Average citation index | 2025/26 | 200 | 3 | 4 | 4 | 4 | 4.5 | Citation rankings | Online survey | Annually | Published rankings | Annually | RCPU |

| S/N | Indicator & Indicator Description | Baseline | | 2026/27-2030/31 | | | | | Data Collection and Methods of Analysis | | | Means of Verification | Frequency of Reporting | Responsibility of Data Collection |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Year | Value | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Data Source | Data Collection Instruments and Methods | Frequency of Data Collection | | | |
| 11 | National Academic Institutional ranking | 2025/26 | 30 | 15 | 10 | 10 | 10 | 10 | Academic databases | Online survey | Annually | Ranking Academic Reports | Annually | AU |
| **Objective E: Institutional Financial sustainability enhanced** | | | | | | | | | | | | | | |
| 12 | % Revenue performance | 2025/26 | 73% | 75% | 78% | 83% | 88% | 90% | Financial statements | Financial records | Annually | Financial reports | Annually | FAU |
| 13 | **Audit opinion**<br><br>Unqualified Opinion | 2025/26 | Unqualified | Unqualified | Unqualified | Unqualified | Unqualified | Unqualified | CAG Report, Financial Statement | CAG Reports reviews | Annually | CAG reports | Annually | IAU |
| **Objective F: Institutional capacity to deliver services strengthened** | | | | | | | | | | | | | | |
| 16 | % of customers satisfied with services<br><br>Customer satisfaction | 2025/26 | 70 | 75% | 80% | 85 | 90 | 95 | Customer feedback comments | Questionnaire Surveys | Annually | Reports reviews | Annually | CMU |
| 17 | Staff turnover rate Staff turnover | 2025/26 | 7 | 4 | 02 | 01 | 0 | 0 | HCMIS | Database Reviews | Annually | HCMIS Reports | Annually | HRMAU |
| **Objective G: Internationalization and Global Engagement enhanced** | | | | | | | | | | | | | | |
| 18 | Number of international Students enrolled | 2025/26 | 7 | 10 | 25 | 50 | 75 | 100 | Enrolment Report | Database Reviews | Annually | Report Review | Annually | ASU |
| 19 | % of Alumni supporting CAWM Activities | 2025/26 | 0 | 0 | 1 | 2 | 3 | 4 | Alumni Reports | Meeting Minutes | Annually | Reports Review | Annually | CMU |

### 4.4.2. Planned Reviews

Reviews for tracking the implementation of the strategic plan will entail meetings, milestones achieved and rapid appraisals.

#### 4.4.2.1 Review Meetings

The review meetings will track progress made on the implementation of planned activities and the milestones achieved and targets and outputs realized in relation to institutional objectives. The Review Meetings Plan describes the type of meetings, frequency and designation of chairpersons and participants in each meeting as indicated in Table 7.

**Table 7: Review Meetings Plan**

| S/N | Type of Meeting | Frequency | Designation of the Chairperson | Participants |
|---|---|---|---|---|
| 1. | Governing Body | Quarterly | Board Chairperson | Body Members |
| 2. | Management | Monthly | Rector | Rector/Deputy Rectors/Heads of units |
| 3. | Workers Council (Executive Committee) | Quarterly | Rector | Members |
| 4. | Workers Council | Semi annually | Rector | Members |
| 5. | Staff Meeting | Semi annually | Rector | All staff |
| 6. | Unit Meetings | Monthly | Heads of Units | Unit staff |
| 7. | Academic Board | Quarterly | Rector | Members |
| 8. | Planning Committee | Quarterly | DRPFA | Members |
| 9. | Disciplinary/ Integrity Committee | Quarterly | Rector | Members |
| 10. | Quality control and Assurance committee | Quarterly | QA | Members |
| 11. | Research and Publications Committee | Quarterly | DRARC | Members |
| 12. | Training Committee | Quarterly | DRARC | Members |
| 13. | External Audit (Entrance and Exit Meetings) | Annually | Rector | Management |
| 14. | Budget Committee | Annually | Rector | Members |
| 15. | Tender Board | Quarterly | Chairperson | Members |
| 16. | Audit Committee | Quarterly | Chairperson | Members |
| 17. | ICT Committee | Quarterly | Rector | Members |

#### 4.4.2.2 Planned Milestone Reviews

These reviews will involve tracking progress on implementation of the milestones on a semi-annual basis. The review will focus on determining whether the plan is on track, or at risk. The review findings will be used to adjust implementation strategies whenever necessary. The reviews will be based on a total of 31 pre-planned milestones. The specific milestones to be reviewed are detailed in Table 8.

**Table 8: Planned Milestones**

| Planned Reviews | Milestones | Time Frame | | | | | Responsible |
|---|---|---|---|---|---|---|---|
| | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| During the first year of the strategic planning cycle, an annual review will be conducted in June 2027/28.<br><br>During the second year of the strategic planning cycle, two formal reviews will be conducted (mid-year review in Dec 2027/28 & annual review in June 2028/29) | One staff session on HIV and NCDs conducted | √ | √ | √ | √ | √ | MHRMAU |
| | Staff with HIV/AIDS supported | √ | √ | √ | √ | √ | MHRMAU |
| | One Sports Bonanza for staff completed | √ | √ | √ | √ | √ | MHRMAU |
| | One students' session on HIV/AIDS and NCDs conducted | √ | √ | √ | √ | √ | DoS |
| | One Sport Bonanza for students completed | √ | √ | √ | √ | √ | DoS |
| | Program for anti-corruption awareness Initiated | √ | √ | √ | √ | √ | MHRMAU |
| | Two awareness sessions on anti-corruption conducted | √ | √ | √ | √ | √ | MHRMAU |
| | Complains received and resolved | √ | √ | √ | √ | √ | MHRMAU |
| | Review and Develop Internal Training Policies, guidelines and Manuals | | √ | | | | MAU |
| | Review curricula on Community-Based conservation | | √ | | | | MAU |
| | Field training safari conducted | √ | √ | √ | √ | √ | MAU |
| | Admission and Registration Regulations reviewed | | √ | | | | MASSU |
| | Quality Assurance Policy reviewed | √ | | | | | HQAU |
| | Two (2) state-of-the-art technologies acquired | √ | √ | | | | HICTU |
| | One (1) conference facility constructed | √ | √ | | | | MPDU |
| | Construct one toilet and Kitchen facilities at Arashi | √ | √ | | | | MPDU |
| | Short course training of 300 participants conducted | √ | √ | | | | MRCPU |
| | Review internal and Consultancy Policies, Guidelines | | √ | | | | MRCPU |
| | Conduct one capacity building Workshop on research for academic staff | √ | √ | √ | √ | √ | MRCPU |
| | Submit ten (10) major competitive research proposal for funding consideration | √ | √ | √ | √ | √ | MRCPU |
| | Secure five (5) major consultancy opportunity | √ | √ | √ | √ | √ | MRCPU |

| Planned Reviews | Milestones | Time Frame | | | | | Responsible |
|---|---|---|---|---|---|---|---|
| | | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | |
| | Fifteen (15) Research articles published in peer reviewed outlets | √ | √ | √ | √ | √ | MRCPU |
| | Establish a College Journal for Wildlife and Tourism Management | | √ | | | | MRCPU |
| | Secure one additional funding source for the College | √ | √ | | | | MPDU |
| | Train 50 staff in relevant fields | √ | √ | √ | √ | √ | MHRMAU |
| | Upgrade internet bandwidth from 50Mbps to 75Mbps | | √ | | | | HICTU |
| | Renew firewall license | √ | √ | | | | HICTU |
| | Review and develop ICT Policy and Guidelines | | √ | | | | HICTU |

#### 4.4.2.3 Rapid Appraisals

Rapid appraisals intend to collect information for enabling implementation of planned interventions. Within the lifespan of the Plan, four rapid appraisals will be conducted with eight questions. The types of narrative of appraisals including the descriptions, questions, areas of focus, methodology and frequencies are shown in Table 9.

**Table 9: Planned Rapid Appraisals**

| S/N | Type of Appraisal | Description | Appraisal question | Methodology | Time frame | Responsible Unit |
|---|---|---|---|---|---|---|
| 1 | Stakeholder satisfaction study | To establish the baseline level of Stakeholders satisfaction with CAWM services | i. To what extent do the College services meet stakeholders' expectations?<br>ii. What are the areas for Improvement? | Survey | 2026/27 | CMU |
| 2 | Baseline study on research and consultancy capacity | To assess the delivery capacity of staff in conducting the college baseline for subsequent evaluations | i. To what extent do academic staff conduct research and consultancy?<br>ii. What are the areas for improvements? | Survey | 2026/27 | RCPU |
| 3 | Tracer study of the College alumni | To examine the marketability of college graduates | i. What is the employability level of college graduates?<br>ii. How does this feed into curricular improvement? | Survey | 2026/27 | AU |
| 4 | Baseline study on quality of delivery of key college functions | To assess the quality of college services and products currently on offer | i. To what extent do the college services and products meet the set standards?<br>ii. What are the areas for improvement | Survey | 2026/27 | QAU |

### 4.4.3. Evaluation Plan

The Evaluation Plan provides details of evaluations to be conducted during the Strategic Planning Cycle, description of each study, evaluation questions, methodology, time frame and responsibility for implementation. The evaluations intend to gather evidence on whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. The Evaluation Plan matrix is detailed in Table 10.

**Table 10: Evaluation Plan**

| S/N | Evaluation/ Appraisal study | Description/Aim | Key Question | Method | Time Frame | Responsible Unit |
|---|---|---|---|---|---|---|
| 1. | Mid-term evaluation of the Strategic Plan | To measure mid-term results of implementation of the Strategic Plan | i. To what extent have the objectives of the Strategic Plan been achieved in the mid-implementation phase?<br>ii. What are the constraints impairing performance midway of the plan implementation?<br>iii. What are key considerations for the next phase of implementation of the Strategic Plan? | Consultative Workshops and meetings | 2027/28 | PDU |
| 2. | End-term evaluation of the Strategic Plan | To measure end-term achievements of implementation of the Strategic Plan | i. To what extent have the objectives of the Strategic Plan been achieved over the longer term?<br>ii. What are the constraints impairing performance over the longer term?<br>iii. What are key considerations for future Strategic Plans? | Consultative Workshops and meetings | 2030/31 | PDU |

### 4.5. Reporting Plan

This subsection details internal and external reporting plans, which is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as required from time to time.

#### 4.5.1. Internal Reporting Plan

The Internal Reporting Plan contains reports that are used by Management and Staff within CAWM. The reports will be prepared on a weekly, monthly, quarterly and annual cycle, respectively, or as may be required. The Reporting Plan is summarized in Table 11.

**Table 11: Internal Reporting Plan**

| S/N | Type of Report | Recipient | Frequency | Responsible person |
|---|---|---|---|---|
| 1 | Progress Report | Governing Body | Quarterly | Rector |
| 2 | Progress Reports | DRPFA/DRARC | Quarterly | HoU's |
| 3 | Activity Report | Rector | On demand | Appointed Committee |
| 4 | Monitoring Report | Management | Quarterly/semi-annual | MPDU |
| 5 | Evaluation Report | Management | Annually | MPDU |
| 6 | Internal Audit Report | Management | Quarterly | IAU |

#### 4.5.2. External Reporting Plan

External Reporting Plan will involve preparation of financial and procurement performance as well as audit reports for submission to various external stakeholders, including Auditor General, Ministry of Finance and PPRA. The reporting will be conducted on a monthly, quarterly or annual basis or on demand. The External Reporting Plan is detailed in Table 12.

**Table 12: External Reporting Plan**

| S/N | Type of Report | Recipient | Frequency | Responsible |
|---|---|---|---|---|
| 1 | Financial Performance Report | MoF | Quarterly | MFAU |
| 2 | Financial Statements | CAG | Annually | MFAU |
| 3 | Annual Performance Reports | MoF | Annually | MPDU |
| 4 | Procurement Report | PPRA | Quarterly | HPMU |
| 5 | External Audit Reports | Public | Annually | CIA |
| 6 | Mid-Term Evaluation | Stakeholders | After two years | MPDU |
| 7 | Final Evaluation Reports | Stakeholders | After five years | MPDU |

**Figure 1: Organization structure**

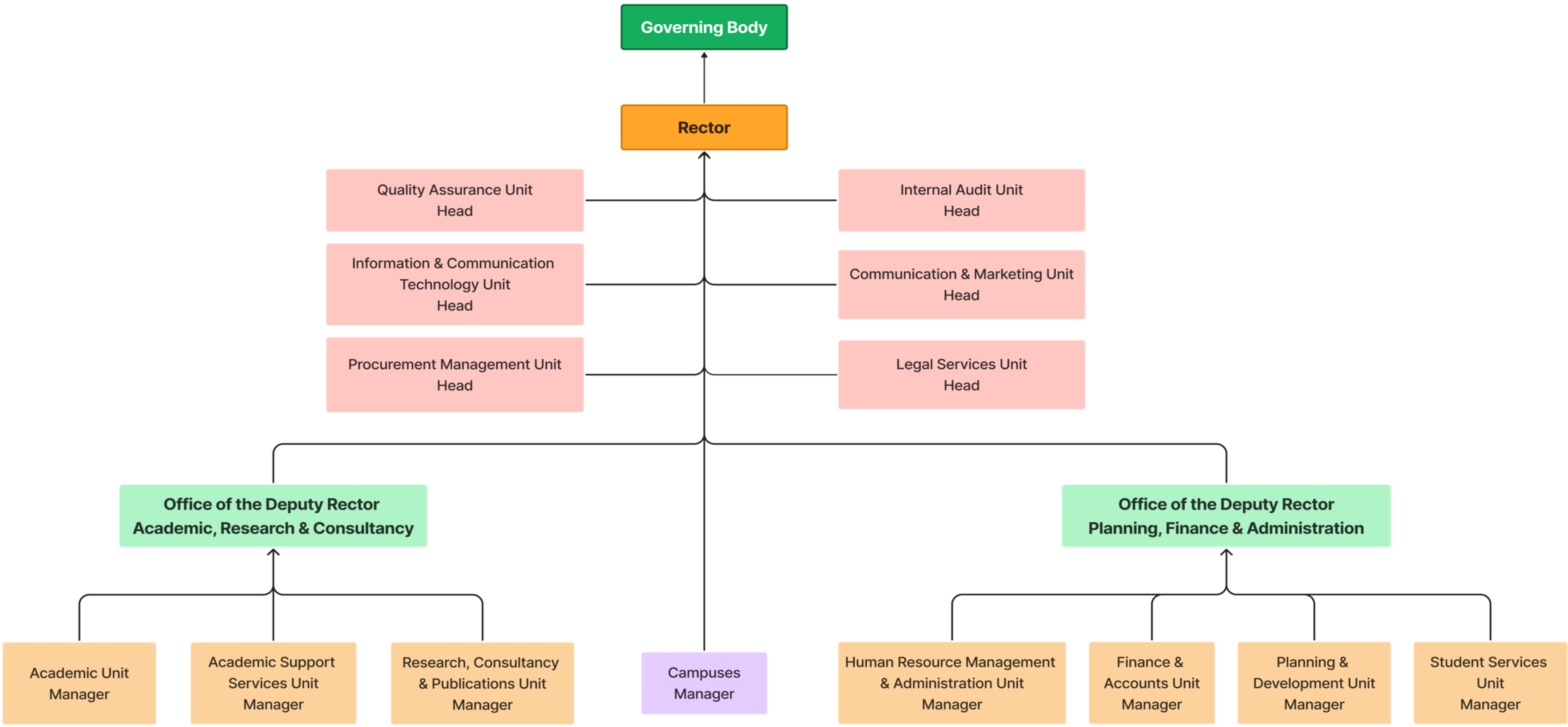

**Table 13: Strategic Plan Matrix**

| Code | Objective | Strategy | Target | Unit | KPIs |
|---|---|---|---|---|---|
| A | HIV/AIDS infection and NCDs reduced and supportive services improved | Strengthen HIV/AIDS and NCDs preventive measures | 100% of staff are aware of their HIV/AIDS and NCDs by June 2031 | HRMA | i. HIV/AIDS infection rate<br>ii. NCD morbidity rate |
| | | | 100% of CAWM staff engage in preventive practices against HIV/AIDS and NCDs by June 2031 | HRMA | |
| | | | 100% of CAWM students engage in preventive practices against HIV/AIDS and NCDs by June 2031 | SSU | |
| | | Enhance HIV/AIDS care and supportive services | 100% of staff living with HIV/AIDS obtain health support by June 2031 | HRMA | |
| | | | 100% of staff are aware of availability of supportive services by June 2031 | HRMA | |
| B | Implementation of National Anti-Corruption Strategy enhanced and sustained | Promote good governance | 100% of customer complaints fully resolved by June 2031 | HRMA | i. Level of public perceptions towards the organization<br>ii. Audit opinion |
| | | | 100% of college community members are gender responsive by June 2031 | HRMA | |
| | | | At least 90% of staff concerns fully addressed by June 2031 | HRMA | |
| | | Enhance accountability | 100% of CAWM staff are fully compliant of anti-corruption measures by June 2031 | HRMA | |
| | | | 100% of financial transactions comply with internal controls standards by June | HFAU | |
| | | | 100% of procurement transactions are legally compliant by June 2031 | PMU | |
| | | | 100% management practices comply with good governance standards by June 2031 | HRMA | |
| C | Training in Wildlife, Tourism and | Strengthen delivery of training programs | 100% of Training Programs delivered as per standards by June 2031 | AU | i. Enrolment rate for national students |

| Code | Objective | Strategy | Target | Unit | KPIs |
|---|---|---|---|---|---|
| | Environmental Management improved | | Internal training Policies, Guidelines and Manuals in place and fully functional by June 2031 | AU | ii. % of employers contented with CAWM-trained staff performance<br>i. Performance rate of students |
| | | | All training curricula are up to date by June 2031 | AU | |
| | | | At least Five hundred (500) members of the public have basic knowledge of the College programs on offer annually by June, 2031 | RCPU | |
| | | Enhance training support systems | Number of local students increased to 2,500 by June 2031 | ASSU | |
| | | | 100% of all students fully assessed by June 2031 | ASSU | |
| | | | Five (5) Library services fully maintained by June 2031 | ASSU | |
| | | | Internal examinations and admission Policies, Guidelines and Manuals in place and fully complied with by June 2031 | ASSU | |
| | | Improve quality of training and learning environment | At least two (2) modern technologies are integrated in each training program by June 2031 | ICTU | |
| | | | All field study areas maintained at appropriate standards by June 2031 | HRMA | |
| | | | 100% of faculty members and students working in suitable training and learning environment by June 2031 | HRMA | |
| D | Research and Consultancy Services on Wildlife, Tourism and | Strengthen provision of research services | Internal research Policies, Guidelines and Manuals up-to-date and fully functional by June 2031 | RCPU | i. Number of impactful findings discoveries and |

| Code | Objective | Strategy | Target | Unit | KPIs |
|---|---|---|---|---|---|
| | Environmental Management improved | | 80% of CAWM academic staff have the requisite professional capacity to undertake impactful research by June 2031 | RCPU | innovations<br>ii. Average citation index<br>iii. Institutional academic ranking<br>iv. % of impactful consultancy services |
| | | | Research outputs increased by 50% by June 2031 | RCPU | |
| | | | Collaboration with partners and stakeholders in research increased by 50% by June 2031 | RCPU | |
| | | | Four (4) appropriate modern technologies incorporated into research initiatives by June 2031 | RCPU | |
| | | Strengthen provision of consultancy services | Internal consultancy Policies, Guidelines and Manuals in place and fully functional by June 2031 | RCPU | |
| | | | 80% of staff have the requisite capacity to undertake consultancy services by June 2031 | RCPU | |
| | | | Consultancy services increased by at least 50% by June 2031 | RCPU | |
| | | | Collaborative ventures with partners and stakeholders in undertaking consultancy increased by 50% by June 2031 | RCPU | |
| | | Improve dissemination of research findings | 80% of research findings generated are publicly accessible by June 2031 | RCPU | |
| | | | Outlets for dissemination of research findings increased by 50% by June 2031 | RCPU | |
| | | | Quality of Academic outlets publishing CAWM research findings increased by 100% by June 2031 | RCPU | |

| Code | Objective | Strategy | Target | Unit | KPIs |
|---|---|---|---|---|---|
| E | Institutional Financial sustainability enhanced | Optimize mobilization of institutional financial resources | Internal revenue streams diversified from five (5) to eight (8) by June 2031 | FAU | i. Revenue performance<br>ii. Audit opinion<br>iii. Governance and administration performance rating |
| | | | Revenue from external sources increased by at least 40% by June 2031 | FAU | |
| | | | Revenue flow per stream maintained at 100% by June 2031 | FAU | |
| | | Enhance financial management and controls | 100% of financial transactions are fully automated as per standards and functional by June 2031 | ICTU | |
| | | | National and International financial control standards fully complied with by June 2031 | FAU | |
| | | | Asset management system up to date and fully functional by June 2031 | FAU | |
| | | | Financial management systems in place and fully complied with by June 2031 | FAU | |
| | | Strengthen institutional planning | Institutional budgetary procedural requirements fully complied with annually by June 2031 | PDU | |
| | | | 100% of strategic document requirements met annually by June 2031 | PDU | |
| | | | At least 80% of institutional risks are mitigated by June 2031 | PDU | |
| | | | Institutional Monitored and Evaluated (M&E) overall performance increased by at least 50% by 2021 | PDU | |
| | | | At least five (5) Income generating development projects secured by June 2031 | PDU | |
| F | Institutional capacity to deliver services | Strengthen human resources capacity | 80% of staff administrative requirements met by June 2031 | HRMA | i. % of customers satisfied |

| Code | Objective | Strategy | Target | Unit | KPIs |
|---|---|---|---|---|---|
| | strengthened | | 100% of staff are qualified as per job requirements by June 2031 | HRMA | ii. Staff turnover rate |
| | | | Staff retention remains at 95% by June 2031 | HRMA | |
| | | | At least 85% of staff score above average in terms of work performance by June 2031 | HRMA | |
| | | Improve staff welfare | 100% of staff have full access to essential social services by June 2031 | HRMA | |
| | | | 90% of staff engage in recreational activities by June 2031 | HRMA | |
| | | | Administrative and staff emoluments fully met by June 2031 | HRMA | |
| | | Improve infrastructure and equipment | Infrastructural requirements for administrative and training fully met by June 2031 | HRMA | |
| | | | Administrative and training infrastructure fully in use by June 2031 | HRMA | |
| | | | Equipment and facility needs for administrative and training fully met by June 2031 | HRMA | |
| | | Improve working environment for the College community | College safety and hygiene environment maintained to standards by June 2031 | HRMA | |
| | | | CAWM community have full access to reliable transportation services by June 2031 | HRMA | |
| | | | 100% of CAWM community have reliable access to public utility services in the field training areas by June 2031 | HRMA | |

| Code | Objective | Strategy | Target | Unit | KPIs |
|---|---|---|---|---|---|
| | | Strengthen compliance with existing rules and regulations | Quality standards for the College administrative and training operations fully met by June 2031 | QAU | |
| | | | Procurement and supplies procedural standards fully met annually by June 2031 | PMU | |
| | | | Performance management systems in place and fully functional by June 2031 | HRMA | |
| | | | Compliance on internal controls maintained above 90% by June 2031 | IAU | |
| | | | CAWM legal issues fully resolved by June 2031 | LSU | |
| | | Improve students' welfare | 100% of students have full access to essential social services by June 2031 | SSU | |
| | | | 90% of students engage in recreational activities by June 2031 | SSU | |
| | | | 65% of students accommodated in college premises by June 2031 | SSU | |
| | | Strengthen institutional visibility and recognition | Diversity of major clients engaged with the College increased by at least 70% by June 2031 | CMU | |
| | | | Number of major customers and institutions seeking College services expanded by 80% by June 2031 | CMU | |
| | | | Public-College joint engagement events elevated by at least 90% by 2031 | CMU | |
| | | Enhance integration of ICT into the College functions | 100% of ICT infrastructural and software requirements are met annually by June 2031 | ICTU | |

| Code | Objective | Strategy | Target | Unit | KPIs |
|---|---|---|---|---|---|
| | | | 80% of college staff have sufficient knowledge on efficient use of ICT services on offer by June 2031 | ICTU | |
| | | | 90% of the College community utilize the installed ICT capacity in full by June 2031 | ICTU | |
| | | | Provision of ICT services is reliable 90% of the time by June 2031 | ICTU | |
| G | Internationalization and Global Engagement enhanced | Strengthening International participation and Global collaboration | 100 staff and students engaged in global events by June 2031 | CMU | i. Number of international students enrolled<br>ii. % of Alumni supporting CAWM activities<br>iii. Number of functional strategic collaboration MoU signed with foreign learning institutions |
| | | | 20 Exchange programs enhanced by June 2031 | AU | |
| | | Enhancing Global Visibility, Digital Engagement, and Alumni Networks | Functionality and effectiveness of 1 CAWM Alumni network enhanced by June, 2031 | CMU | |
| | | | CAWM website and 10 digital platforms are configured to capture global staff and student engagement by June 2031 | CMU | |
| | | | Two CAWM Newsletters published Annually by June, 2031 | CMU | |
| | | Expanding International Partnerships in Academic Programs and Intercultural Learning Opportunities | Ten summer schools established and operationalized by June, 2031 | AU | |
| | | | Enrolment of international students increased to 100 by June, 2031 | ASU | |
| | | | Ten online courses developed and fully operationalized by June 2031 | AU | |

**Table 14: Target Indicators Matrix**

| Target | | Indicator | Responsible |
|---|---|---|---|
| **Objective A: HIV/AIDS infection and NCDs reduced and supportive services improved** | | | |
| ***Strategy A.1* Strengthen HIV/AIDS preventive measures** | | | |
| A.1.1 | 100% of staff are aware of their HIV/AIDS and NCDs by June 2031 | % of staff aware of their HIV/AIDS and NCDs status | HRMAU |
| A.1.2 | 100% of CAWM staff engage in preventive practices against HIV/AIDS and NCDs by June 2031 | % of staff engaging in HIV/AIDS and NCDs preventive practices | HRMAU |
| A.1.3 | 100% of CAWM students engage in preventive practices against HIV/AIDS and NCDs by June 2031 | % of students engaging in HIV/AIDS and NCDs preventive practices | SSU |
| ***Strategy A.2 Enhance HIV/AIDS care and supportive services*** | | | |
| A 2.1 | 100% of staff living with HIV/AIDS obtain health support by June 2031 | % of staff living with HIV/AIDs supported | HRMAU |
| A2.2 | 100% of staff are aware of availability of supportive services by June 2031 | % of staff aware of availability of support services | HRMAU |
| **Objective B. Implementation of National Anti-Corruption Strategy enhanced and sustained** | | | |
| ***Strategy B.1 Promote good governance*** | | | |
| B.1.1 | 100% of customer complaints fully resolved by June 2031 | % of resolved customer complaints resolved | HRMAU |
| B.1.2 | 100% of college members are gender responsive by June 2031 | % gender responsive college members | HRMAU |
| B.1.3 | At least 90% of staff-concerns are fully addressed by June 2031 | % resolved staff concerns | HRMAU |
| ***Strategy B.2 Enhance accountability*** | | | |
| B.2.1 | 100% of CAWM staff are fully compliant of anti-corruption measures by June 2031 | % staff complying with anti-corruption measures | HRMA |
| B.2.2 | 100% of financial transactions comply with internal controls standards by June | % standard compliant financial transactions | FAU |
| B.2.3 | 100% of procurement transactions are legally compliant by June 2031 | % legally compliant procurement transactions | PMU |

| Target | | Indicator | Responsible |
|---|---|---|---|
| B.2.4 | 100% management practices comply with good governance standards by June 2031 | % of good governance compliant management practices | HRMA |
| **Objective C. Training in Wildlife, Tourism and Environmental Management improved** | | | |
| ***Strategy C.1 Strengthen delivery of training programs*** | | | |
| C.1.1 | 100% of Training Programs delivered as per standards by June 2031 | % standard compliant programs | AU |
| C.1.2 | Internal training Policies, Guidelines and Manuals in place and fully functional by June 2031 | Number of functional policies in place | AU |
| C.1.3 | All training curricula are up to date by June 2031 | Number of updated training curricula | AU |
| C.1.4 | At least Five hundred (500) members of the public have basic knowledge by June 2031 | Number of knowledgeable members of the public | RCPU |
| ***Strategy C.2 Enhance training support systems*** | | | |
| C.2.1 | Number of local students increased to 2500 by June 2031 | Number of local students enrolled | ASSU |
| C.2.2 | 100% of all students fully assessed by June 2031 | % Students assessed | ASSU |
| C.2.3 | Five (5) Library services fully maintained by June 2031 | Number of Library services maintained | ASSU |
| C.2.4 | Internal examinations and admission Policies, Guidelines and Manuals in place and fully complied with by June 2031 | % of Policies, Guidelines and Manual complied with | ASSU |
| ***Strategy C.3 Improve quality of training and learning environment*** | | | |
| C.3.1 | At least two (2) modern technologies are integrated in each training program by June 2031 | No. of modern technologies integrated | ICTU |
| C.3.2 | All field study areas maintained at appropriate standards by June 2031 | No. of field study areas maintained to standards | HRMA |
| C.3.3 | 100% of faculty members and students working in suitable training and learning environment by June 2031 | % of Faculty members working in suitable environments | HRMA |

| Target | | Indicator | Responsible |
|---|---|---|---|
| **Objective D. Research and Consultancy Services on Wildlife, Tourism and Environmental Management improved** | | | |
| ***Strategy D.1 Strengthen provision of research services*** | | | |
| D.1.1 | Internal research Policies, Guidelines and Manuals up-to-date and fully functional by June 2031 | No. of functional Policies, Guidelines and Manuals in place | RCPU |
| D.1.2 | 80% of CAWM academic staff have the requisite professional capacity to undertake impactful research by June 2031 | % of staff engaged in impactful research | RCPU |
| D.1.3 | Research output increased by 50% by June 2031 | No. research publications | RCPU |
| D.1.4 | Collaboration with partners and stakeholders in research increased by 50% by June 2031 | No. new collaborations established | RCPU |
| D.1.5 | Four (4) appropriate modern technologies incorporated into research initiatives by June 2031 | No. of modern technology-incorporated research | RCPU |
| ***Strategy D.2 Strengthen provision of consultancy services*** | | | |
| D.2.1 | Internal consultancy Policies, Guidelines and Manuals in place and fully functional by June 2031 | No. of usable documents | RCPU |
| D.2.2 | 80% of staff have the requisite capacity to undertake consultancy services by June 2031 | % staff undertaking consultancy services | RCPU |
| D.2.3 | Consultancy services increased by at least 50% by June 2031 | No. of new consultancies secured | RCPU |
| D.2.4 | Collaborative ventures with partners and stakeholders in undertaking consultancy increased by 50% by June 2031 | No. collaborations established | RCPU |
| ***Strategy D.3 Improve dissemination of research findings*** | | | |
| D.3.1 | 80% of research findings generated are publicly accessible by June 2031 | % research findings shared | RCPU |
| D.3.2 | Outlets for dissemination of research findings increased by 50% by June 2031 | No. of new dissemination outlets | RCPU |
| D.3.3 | Quality of Academic outlets publishing CAWM research findings increased by 100% by June 2031 | % of quality academic outlets | RCPU |

| Target | | Indicator | Responsible |
|---|---|---|---|
| **Objective E. Institutional Financial sustainability enhanced** | | | |
| ***Strategy E.1 Optimize mobilization of institutional financial resources*** | | | |
| E.1.1 | Internal revenue streams diversified from five (5) to eight (8) by June 2031 | No. of new revenue streams secured | FAU |
| E.1.2 | Revenue from external sources increased by at least 40% by June 2031 | No. of new external revenue sources | FAU |
| E.1.3 | Revenue flow per stream maintained at 100% by June 2031 | Amount of stream-specific generated revenue | FAU |
| ***Strategy E.2 Enhance financial management and controls*** | | | |
| E.2.1 | 100% of financial transactions are fully automated as per standards and functional by June 2031 | No. of automated financial systems in use | ICTU |
| E.2.2 | National and International financial control standards fully complied with by June 2031 | No. standards complied with | FAU |
| E.2.3 | Asset management system up to date and fully functional by June 2031 | Level of systems update | FAU |
| *E.2.4* | Financial management systems in place and fully complied with by June 2031 | Level of systems compliance | FAU |
| ***Strategy E.3 Strengthen institutional planning*** | | | |
| E.3.1 | Institutional budgetary procedural requirements fully complied with annually by June 2031 | % Budgetary preparatory sessions complying with procedures | PDU |
| E.3.2 | 100% of strategic document requirements met annually by June 2031 | % of strategic documents needs in place | PDU |
| E.3.3 | At least 80% of institutional risks are mitigated by June 2031 | % Mitigated risks | PDU |
| E.3.4 | Institutional Monitored and Evaluated (M&E) based performance increased by at least 50% by 2031 | % Increase in functional performance | PDU |
| E.3.5 | At least five (5) Income generating development projects secured by June 2031 | No. of newly secured | PDU |
| **Objective F: Institutional capacity to deliver services strengthened** | | | |
| ***Strategy F.1 Strengthen human resources capacity*** | | | |
| F.1.1 | 80% of staff administrative requirements met by June 2031 | % of staff served with appropriate administrative requirements | HRMAU |

| Target | | Indicator | Responsible |
|---|---|---|---|
| F.2.2 | 100% of staff are qualified as per job requirements by June 2031 | % Qualified staff | HRMAU |
| F.1.3 | Staff retention remains at 95% by June 2031 | % Staff retained | HRMAU |
| F.1.4 | At least 85% of staff score above average in terms of work performance by June 2031 | % Staff attaining performance bar | HRMAU |
| ***Strategy F.2 Improve staff welfare*** | | | |
| F.2.1 | 100% of staff have full access to essential social services by June 2031 | % Staff accessing standard services | HRMAU |
| F.2.2 | 90% of staff engage in recreational activities by June 2031 | % Staff engaged in recreational services | HRMAU |
| F.2.3 | Administrative and staff emoluments fully met by June 2031 | % Staff fully accessing official emoluments | HRMAU |
| ***Strategy F.3 Improve infrastructure and equipment*** | | | |
| F.3.1 | Infrastructural requirements for administrative and training fully met by June 2031 | No. of required administrative and training infrastructure in place | HRMAU |
| F.3.2 | Administrative and training infrastructure fully in use by June 2031 | % of available infrastructure in full use | HRMAU |
| F.3.3 | Equipment and facility needs for administrative and training fully met by June 2031 | % of required administrative and training facilities met | HRMAU |
| ***Strategy F.4 Improve working environment for the college community*** | | | |
| F.4.1 | College safety and hygiene environment maintained to standards by June 2031 | Level of quality of security and cleanliness | HRMAU |
| F.4.2 | CAWM community have full access to reliable transportation services by June 2031 | % Staff accessing standard transport services | HRMAU |
| F.4.3 | 100% of CAWM community have reliable access to public utility services in the field training areas by June 2031 | % Staff served with public utility services | HRMAU |
| ***Strategy F.5 Strengthen compliance with existing rules and regulations*** | | | |
| F.5.1 | Quality standards for the College administrative and training operations fully met by June 2031 | Level of quality standards | QAU |

| Target | | Indicator | Responsible |
|---|---|---|---|
| F.5.2 | Procurement and supplies procedural standards fully met annually by June 2031 | % of procurement and supplies procedures complying with standards | PMU |
| F.5.3 | Performance management systems in place and fully functional by June 2031 | % of required management systems in place | HRMAU |
| F.5.4 | Compliance on internal controls maintained above 90% by June 2031 | % Internal control systems complied | IAU |
| F.5.5 | CAWM legal issues fully resolved by June 2031 | No. of legal disputes | LSU |
| ***Strategy F.6 Improve students' welfare*** | | | |
| F.6.1 | 100% of students have full access to essential social services by June 2031 | % of students accessing social services | SSU |
| F.6.2 | 90% of students engage in recreational activities by June 2031 | % of students engaged in recreational activities | SSU |
| F.6.3 | 65% of students accommodated in college premises by June 2031 | % of students accommodated | SSU |
| ***Strategy F.7: Strengthen institutional visibility and recognition*** | | | |
| F.7.1 | Diversity of major clients engaged with the College increased by at least 70% by June 2031 | No. of client categories | CMU |
| F.7.2 | Number of major customers and institutions seeking College services expanded by 80% by June 2031 | No. of major customers | CMU |
| F.7.3 | Public-College joint engagement events elevated by at least 90% by 2031 | % of Public-College joint engagements | CMU |
| ***Strategy F.8: Enhance integration of ICT into the College functions*** | | | |
| F.8.1 | 100% of ICT infrastructural and software requirements are met annually by June 2031 | % of ICT requirements met | ICTU |
| F.8.2 | 80% of college staff have sufficient knowledge on efficient use of ICT services on offer by June 2031 | % of ICT knowledgeable staff | ICTU |
| F.8.3 | 90% of the College community utilize the installed ICT capacity in full by June 2031 | % fully utilized ICT services | ICTU |

| Target | | Indicator | Responsible |
|---|---|---|---|
| F.8.4 | Provision of ICT services is reliable 90% of the time by June 2031 | % of reliable ICT services | ICTU |
| **Objective G: Internationalization and Global Engagement enhanced** | | | |
| ***Strategy G.1 Strengthening International participation and Global collaboration*** | | | |
| G.1.1 | 100 staff and students engaged in global events by June 2031 | Number of staff and students engaged in global activities to gain broader | CMU |
| G.1.2 | 20 Exchange programs enhanced by June 2031 | Number of operational exchange programs | AU |
| ***Strategy G.2 Enhancing Global Visibility, Digital Engagement, and Alumni Networks*** | | | |
| G.2.1 | Functionality and effectiveness of 1 CAWM Alumni network enhanced by June, 2031 | Number of effective Alumni network | CMU |
| G.2.2 | CAWM website and 10 digital platforms are configured to capture global staff and student engagement by June 2031 | Number of websites and digital platform configured | CMU |
| G.2.3 | Two CAWM Newsletters published Annually by June, 2031 | Number of CAWM Newsletter Published | CMU |
| ***Strategy G.3 Expanding International Partnerships in Academic Programs and Intercultural Learning Opportunities*** | | | |
| G.3.1 | Ten summer schools established and operationalized by June, 2031 | Number of summer schools established | AU |
| G.3.2 | Enrolment of international students increased to 100 by June, 2031 | Number of international students enrolled | ASU |
| G.3.3 | Ten online courses developed and fully operationalized by June 2031 | Number of operational online courses | AU |

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