



# **Vice-Chancellor's Office Four-Year Report**

3 December, 2013 - 30 November, 2017

30th November, 2017



**His Excellency, Professor Arthur Peter Mutharika,**  
President of the Republic of Malawi and Chancellor of the University of Malawi



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## UNIVERSITY OF MALAWI ANTHEM

U-NI-MA my val-ued dream  
U-NI-MA my destiny  
You dominate my mind and heart  
For you are the polished pearl

REPEAT:

We remain grate-ful  
To founding fa-thers  
Of our proud nation  
They gave us UNIMA  
To en-light-en minds  
To serve Malawi;  
The Country we love  
Up to the time we die

U-NI-MA my dest-ina-tion  
U-NI-MA my Clar-ion Call  
I al-ways knock on your door  
To enter –into your fold;

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# UNIMA's Vision, Mission and Core Values



## Vision

To be a centre of excellence in higher education for sustainable development of Malawi and the world.

## Mission Statement

To advance knowledge and to promote wisdom and understanding by engaging in teaching, research, consultancy, public and community engagement and by making provision for the dissemination, promotion and preservation of learning responsive to the needs of Malawi and global trends.

## Core Values

Commitment  
Professionalism  
Integrity  
Openness to diversity  
Responsiveness  
Entrepreneurship

*Knowledge lights wisdom*

## VC's Vision and Mission



### Vision

Centre of academic and entrepreneurial excellence and service to society: a more credible, relevant and competitive university.

***Professor John D. K. Saka***  
***The Vice-Chancellor***



### Mission

Achieving impact through harnessing and catalysing internal systems and processes, partnerships and human capital for the provision of quality and relevant education, research and outreach services.



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## Acronyms and Abbreviations

AAU	Association of African Universities
CI	Confucius Institute
CTS	Clerical, Technical and Support
CUTL	Committee on University Teaching and Learning
DHRMD	Department of Human Resource Management and Development
FDH	First Discount House
FPA	Fine and Performance Arts
GARM	Grant Acquisition and Resource Mobilisation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IAU	International Association of Universities
ICT	Information Communication Technology
IGA	Income Generating Activity
IPR	Intellectual Property Rights
JICA	Japanese International Cooperation Agency
JOCV	Japanese Overseas Cooperation Volunteer
LEAD SEA	Leadership for Environment and Development South East Africa
MANEB	Malawi National Examinations Board

MBC	Malawi Broadcasting Corporation
MIM	Malawi Institute of Management
MOU	Memorandum of Understanding
MPA	Master of Public Administration
NAC	National AIDS Commission
NCHE	National Council for Higher Education
ODL	Open and Distance Learning
ORT	Other Recurrent Transactions
PANGeA	Partnership for Africa's Next Generation of Academics
PIL	Petroleum Importers Limited
PFMA	Public Finance Management Act
PMS	Performance Management System
PPP	Public Private Partnership
Pro VC	Pro Vice Chancellor
QAE	Quality Assurance and Enhancement
RCUK	Research Councils of United Kingdom
RSC	Research Support Centre
RUFORUM	Regional Universities Forum for Agriculture
SANORD	Southern Africa Nordic Centre



SG	Strategic Goal
SARUA	Southern Africa Regional Universities Association
SLT	Senior Leadership Team
SP	Strategic Plan
SPHEIR	Strategic Partnerships for Higher Education Innovation and Reform
TCC	Tobacco Control Commission
TEVETA	Technical, Entrepreneurial and Vocational Education and Training Authority
UEE	University Entrance Examination
UFO	University Finance Officer
UIA	University Internal Auditor
UIBE	University of International Business and Economics
UMSU	University of Malawi Students Union
UNDP	United Nations Development Programme
UNIMA	University of Malawi
UR	University Registrar
VC	Vice-Chancellor
VSO	Volunteer Services Overseas
WHO	World Health Organisation

# Executive Summary



# Executive Summary

This Report concerns the programme of work for the period, 3rd December, 2013 to 24th November, 2017 during which the Vice-Chancellor's Office concentrated on addressing three main objectives:

- i. enhancing the relevance and competitiveness of the University in a changing global environment;
- ii. establishing systems for efficient and effective implementation of the 2012-2017 University of Malawi Strategic Plan and accountability to legislative frameworks, and
- iii. re-engineering the Senior Leadership Team of the University.

The following have been the key achievements in the reporting period:

- (a) **Approval of the VC's office workplan.** Council approved joint work programmes for the Vice-Chancellor and the Pro Vice Chancellor, who joined the VC's office on 3rd December, 2013 and 2nd September, 2013, respectively for their 4-year tours of duty. Quarterly reports were made to the Council during its statutory meetings. The VC and Pro-VC submitted a Year 1 accountability report which formed the basis for the two officers to be confirmed, consistent with their terms of engagement.
- (b) **Redefining a cohesive and foresight leadership team.** Are-defined Senior Leadership Team (SLT) at University level which comprises the Vice-Chancellor, Pro-Vice-Chancellor, University Registrar, Principals, the University Internal Auditor, the University Finance Officer and Deputy University Registrar is in place. At College level, the relevant team which includes the Deans of Faculty, who are the directors of academic programmes, was promoted. The SLT and senior managers acquired knowledge and skills in leadership and quality management, which were facilitated by the TEVETA and the Malawi Bureau of Standards, respectively. The Vice-Chancellor, Pro-Vice Chancellor, and the University Finance Officer undertook a 14-day training programme in higher education management organised by the Galilee Institute of Management of Education-Nazareth, Israel. The UR and UIA acquired new knowledge and skills in strategic management and benchmarking offered by AAU.



To further complement the efforts in the improvement of strategic and management skills for Council members and University and College leaders, Galilee College facilitated training in strategic management for senior administrative and academic members. The SLT members participated in regional and international meetings and workshops on governance and enhancing the role of universities in the socio-economic development. These meetings were organised and facilitated by the Association of Commonwealth Universities in Johannesburg, Association of African Universities in Kigali, Southern Africa Regional Universities Association, Southern Africa Nordic Centre (SANORD) in Lilongwe, and Uppsala, Galilee College in Israel, Regional Universities Forum for Agriculture (RUFORUM) in Lilongwe and International Association of Universities (IAU) in Italy.

- (c) **Strengthening the implementation of UNIMA Strategic Plan.** The Planning Unit of the University, which had been dormant, was re-established and is now functional. The Strategic Plan Review and Implementation Committee led by the Pro-Vice Chancellor, and including the Vice Principals of Colleges, regularly monitored the implementation of the Strategic Plan. Three strategic meetings were held: (i) SLT Retreat from 18-19 February, 2014 at Hapuwani, (ii) the first Annual Review and Planning Meeting from 28-30 November, 2014 at Sun and Sand Holiday Resort, (iii) mid-term Strategic Plan review and planning meeting from 3-5 November, 2015 at Nkopola Lodge. The Central Office held its own Annual Review and Planning Meeting in November, 2016. The annual review and planning meetings are now management tools and are preceded by College review meetings; the latter being informed by inputs from departments and faculties. To ensure that all activities were aligned to the Strategic Plan, a results framework was developed for effective programme implementation, monitoring and evaluation. The University from 1 October, 2015, under the Public Sector Reforms Programme implemented 3 reforms areas: improving the organic character of the University, extra resource mobilisation and enhancing the foresight leadership. These were aimed at enhancing efficiency and being more accountable to the Proprietor and Investor. This has culminated into the Council resolving to delink College of Medicine, Kamuzu College of Nursing and the Polytechnic from the University of Malawi, which will continue with Chancellor College. Consequently, Council suspended the review of the UNIMA

Act, undertaking of a functional review and the development of the 2017-2027 Strategic Plan until the de-linking process is over.

- (d) Resource diversification and mobilisation.** The University Council approved the unit cost for all programmes (generic and mature entry) and the new financial contributions and mature entry fees were implemented in 2016/2017 academic year. The scientific tool for determining levels of fees for the different programmes has resulted into self-generated income accounting for nearly 18% of the total budget. A robust formula based on administrative and academic functions for sharing the government subvention is now in place. Council approved the recruitment of a Director of Resource Mobilisation to support the VC's office in aggressive resource mobilisation. Recruitment was not realised due to poor response rates to the advert. This envisioning has cascaded to colleges and each one of them has a functional directorate for resource mobilisation.

The SLT developed and submitted a USD10 million proposal for strengthening the human capital in the University to Government. The university has since witnessed increased number of staff going for further studies under Government Scholarships. The Government subvention in 2014/15 provided for (i) Golden Jubilee and Tracer Study, (ii) rehabilitation and maintenance of all College facilities, and (iii) support to Kamuzu College of Nursing and College of Medicine second campuses in Blantyre and Lilongwe, respectively. The Government of Malawi obtained US\$10million and US\$8million soft loans in May, 2015 from World Bank and the African Development Bank respectively for infrastructure expansion and advanced skills enhancement at the Polytechnic and Chancellor College.



*Honourable Bright Msaka, SC, Minister of Education touring construction works at The Polytechnic*



These investments have significantly enhanced the quality of teaching and learning environment and will expand access at the two Colleges. In 2015/16 financial year, Government provided MK1 billion for rehabilitation and maintenance of university buildings including the Library at Chancellor College. The University Endowment Trust was registered with the Registrar of Companies and awaits proactive implementation. The PPP Commission has now shortlisted three companies: Old Mutual, NICO Holdings and M&M Consortium to participate in the construction of students' accommodation. The University Council approved the feasibility studies in middle of 2016. The University of Malawi has an active MOU with the PPP Commission to catalyse the private sector participation in higher education. The University mobilised funding from the National AIDS Commission (NAC) for HIV/AIDS activities and programme implementation targeting both students and staff.

In the 2016/17 financial year Government provided MK1 billion towards rehabilitation and maintenance of the existing and old infrastructure and construction of School of Economics at Chancellor College. UNDP and Ministry of Gender provided USD 50000 for the development of a model Gender Policy and operationalisation is expected to benefit from continued funding from the same source. The Commonwealth of Learning invested CN\$8000 towards the development of an Open and Distance Learning Policy which awaits stakeholder validation.

- (e) **Aggressive and active engagement with the public and private sectors.** The Vice-Chancellor's team engaged with the public and private sectors. Proactive interaction with industry, most of which has UNIMA alumni, has enhanced visibility of the University. The majority of the senior captains in industry and those occupying senior positions in the public sector are alumni of the University. An industry-Public Universities Taskforce was established in October, 2015 and operationalised in 2016. The University further engaged local partners in various joint ventures. Important examples include:

- i. A scientific study (US\$72,000) on losses of liquid fuels during transportation funded by the Petroleum Importers Limited (PIL);
- ii. A thought leadership dialogue which was held from 30 September to 1 October, 2015 at Chancellor College and funded by the United Nations Development Programme (UNDP), Leadership for Environment and Development South East Africa (LEAD SEA) and some individuals being on self-sponsored mode;
- iii. UNDP provided US\$52000 for a study to develop a model for assessing Malawi's ability to domesticate the Sustainable Development Goals (SDGs);
- iv. UNIMA alumni were engaged and its associated constitution was reviewed. The alumni are now represented on Council of the University;
- v. National Bank of Malawi and other institutions such as Total Malawi, Electricity Supply Commission of Malawi, and David Livingstone offered prizes to the best students and scholarships to needy students;
- vi. Old Mutual (Malawi) agreed to sponsor an Endowment Chair in Actuarial Sciences, the three-year total investment for each Professor is MK329, 811, 892, and
- vii. Old Mutual (Malawi), NICO Holdings/Insurance, Standard Bank and FDH Bank have agreed to support the VC's Scholarship and Merit Awards, which will catalyse high-level recognition of national talent and competition amongst students. For example, Standard Bank is investing MK30 million for seven students (2 from Chancellor College and 5 from Polytechnic) while FDH Bank will provide MK72 million over a four-year period.

**(f) New Academic programmes.** The engagement with the private and public sectors resulted in the launch of a number of new programmes, most notably Bachelor of Commerce in Internal Audit, Bachelor of Commerce (Finance and Banking), Bachelor of Commerce (Entrepreneurship), Bachelor of Commerce (Tourism Management), Bachelor of Science (Hons, Actuarial Science) and Bachelor of Arts (Gender Studies).

The University Senate has further approved various academic programmes at under- and post-graduate levels. These include: Master of Medicine in Family Medicine, MEd in Primary Education, MSc in Adult Health Nursing, Master of Public Administration and Management, MPhil/PhD in Engineering, PhDs in Finance Management, Strategic Management, Entrepreneurship, and Applied Sciences; BSc in Nursing with options in Community, Mental, Child and Adult Health, BSc (Hons) in Geological Engineering, Metallurgy and Mineral Processing and Architecture; Diploma programmes in Biomedical Engineering, and Telecommunications and Electronics Engineering. Senate further approved several other new academic structures including the establishment of the Department of Mining Engineering at the Polytechnic and revision of Rules/Regulations including for Masters of Business Administration.

- (g) **Enhanced internationalisation of higher education.** There has been increased and active and beneficial north-south and south-south partnerships. Important examples include MOUs with the Universities of Kwazulu Natal, Stellenbosch, Nottingham, Dar es Salaam and Strathclyde. The partnership with University of Strathclyde resulted into three proposals being submitted to the Scottish Government for funding, two of which were funded. The University of International Business and Economics (UIBE) in China and UNIMA established the Confucius Institute (CI) which is now jointly hosted by Chancellor College and Kamuzu College of Nursing. A 7- member Chinese expert team visited Malawi in the first 2 weeks of November, 2017 to undertake a feasibility study to inform the construction of a US\$65 million infrastructure. Through the CI UNIMA, staff, students and members of the public are accessing lessons in Chinese language and Culture. Several academic staff members are pursuing doctoral and masters degrees studies under the partnerships with the universities of Kwazulu Natal, Stellenbosch and Strathclyde. Commonwealth Secretariat and the Chinese Government have also provided scholarships to academics for postgraduate training.

- (h) **Development and approval of the Performance Management System (PMS).** Based on recommendations made after a “see and learn-tour” to Universities of Johannesburg and Pretoria in November, 2015, Council approved the implementation of the PMS in June, 2016. A senior change management specialist from the University of Johannesburg, Ms Helen Mogorosi conducted several staff awareness workshops in UNIMA in March, 2017 to catalyse efficient implementation of the PMS. A training workshop was held for various cadres of staff from academic and administration sections to support efficient and effective implementation of this staff performance assessment. The Department of Human Resource Management and Development (DHRM) undertook a job evaluation and grading of all UNIMA positions and a resultant unitary structure of 13 grades was approved by Council in 2016. The associated harmonised salary structure was approved by Council in May, 2017 but requires further refinement prior to final Government approval. These two initiatives are complementary and will inform the development of creative incentives to staff, dependent on their performance.
- (i) **Review of academic policies, rules and regulations.** Several and critical policies were reviewed and/ or developed, as well as approved by Council. These include the Quality Assurance and Enhancement (QAE), University Entrance Examination (UEE), Promotion Criteria, Postgraduate, Research and Consultancy, Gender and ICT policies. The abolishment of the UEE resulted into more smooth and joint selection processes for the public universities under the National Council for Higher Education (NCHE). The implementation of the QAE Policy has witnessed the establishment of QA offices in all Colleges. To consolidate the impact of the QAE policy, the University Committee on Teaching and Learning (CUTL) was resuscitated and Colleges have their own. A quality assessment tool approved by Senate will support effective monitoring of QAE and benefits of increased students’ fee contribution. External examination of final and end of year examinations for most of the programmes has also been fully restored. Colleges are proactively engaging external examiners drawn largely from eastern and southern Africa, and universities in the country.

- (j) **Celebration of academic growth and excellence.** A celebration for achieving the highest academic rank of a professor was resuscitated and eleven professorial inaugural lectures (CC, 4; COM, 3; KCN, 2 and Poly, 2) were organised. The funding of such events benefitted from both private sector and our internal resources.



*The Vice-Chancellor handing over Professor James Khomba to the Dean of Commerce after the Inaugural Lecture*



The University Council promoted eight academics: Drs Blessings Chinsinga, Richard Tambulasi, Kamija Phiri, Victor Mwapasa, James Kamwachale-Khomba, Mercy Kazima-Kishindo, Angela Chimwaza and Alister Munthali to full professors in their respective disciplines over the 4-year period.

- (k) Adding value to the UNIMA Brand.** His Excellency Prof Arthur Peter Mutharika, the State President and Chancellor of the University of Malawi, presided over the Golden Jubilee Celebrations on 10th October, 2015 at the College of Medicine Grounds during which exhibits related to the achievements of the University were showcased. The University Anthem and Flag were also launched. The Council of the University awarded various recognition certificates to thirty three staff and Alumni during the Celebrations. Eight Honorary degrees were awarded as part of the celebrations. The College of Medicine celebrated its silver jubilee of existence in September, 2016 and during the same occasion various achievements including in research were showcased.
- (l) Students and Staff - Leadership Engagement.** A Student Affairs Committee was established to be responsible for policy development and handling of non-academic matters affecting students' welfare and experience in the University. A healthy dialogue between UMSU and the University leadership exists. The University of Malawi Students Union (UMSU) finalised the development of its Strategic Plan to contribute to quality enhancement and supportive of a conducive/enabling environment for teaching and learning, as well as practical experience. The UMSU SP is expected to be launched during the second half of 2017/18 financial year. The Ministry of Labour was engaged to foster industrial relations. However, conclusion of recognition and negotiation framework agreements has been elusive over the reporting period.

Council has improved remuneration packages for its staff. Through tripartite engagement involving Government, Council and Academic Staff representatives in June, 2017, there is now a single salary structure for academic staff. The non- clinical academic staff were awarded a 40% increment to remove disparity with their clinical



staff counterparts, which was implemented: 25% increase in July 2017 and a 15 % increase on 1 July, 2018. The non-academic staff also received a 25%, adjustment spread over 13% on 1 July, 2017 and 12% on I July, 2018. To ensure peace and tranquillity through a proactive conflict resolution process, Council has established a Welfare Taskforce to provide a platform for discussing staff and student welfare matters.

## Acknowledgements



# Acknowledgements

We would like to thank the past and incumbent Chairpersons of Council, Prof Leonard Kamwanja (Dec, 2013- November, 2014), Prof Jack Wirima (December, 2014- 6 June, 2017) and Dr James Maida (25 June, 2017- to present) and members of the University of Malawi Council (past and present) for the full guidance and unfettered support which they provided during the reporting period and thus made the work stimulating and rewarding. We also wish to thank (i) members of the University Senior Leadership Team (SLT), and all colleagues at the Central Office for the unwavering support,(ii) all staff in Collges for participating in the various assignments and committee structures during our term of office, and (iii) cooperating partners, senior government officers, captains of industry, members of the alumni and heads of affiliate institutions for a productive partnership during the four years. Special thanks also go to all staff in the University, Staff Unions and Associations and University of Malawi Students Union for coming forward to work with us in the VC's Office.



*The University Leadership Team in November 2015*

The participation of colleagues during weekly and monthly university office, and bimonthly university-wide meetings has been an aspiration to us and enriching in the conduct of University business. We would like also to thank the Board of Theological College for providing the Moses Stick, which symbolizes leadership and that we should be guided by the Lord, God. We thank members of our families for their full support, Mrs Magalasi and Mr Namagowa for technical support, Linda Saka and Christopher Chingwa for adding value to the design and typesetting of the Report and the associated pictures. Finally, we wish to acknowledge quality proofreading by Dr Damazio Mfunne Manjakwa and Mr Smith Masuso.

## Chapter

# 1



# Introduction

It is now towards the end (47 months) of our tours of duty to give an account of the work undertaken following appointment as Vice-Chancellor and Pro-Vice Chancellor of the University of Malawi on 3<sup>rd</sup> December and 2<sup>nd</sup> September, 2013, respectively. At the engagement by the University of Malawi Council, an agenda was set to contribute to the realisation of the University's vision. The vision has been *establishing a stronger, more credible, relevant and competitive University*. To this end, the mission has been *achieving impact through harnessing and catalysing internal systems and processes, partnerships and human capital for the provision of quality and relevant education, research and outreach services*. This entailed establishing a new partnership with all internal and external stakeholders so that we achieve greater impact: better delivery of quality and more relevant education. The envisioning was delivered at the 4 December, 2013 graduation ceremony, which was presided over by Her Excellency, Dr Joyce Banda, the former President of the Republic of Malawi and Chancellor of the University of Malawi. Subsequently, the vision was shared with all key internal stakeholders: the Students' Leadership, University Management, leaders of Staff Unions and Welfare Committees and staff at all Colleges. The Pro-Vice Chancellor shared his programme of work prior to November, 2017. A motto: *'Together we can transform the University'* was shared with all, and thus appealed to all to make their contribution.

To this end, the following have been implemented:

- i. consolidating jointly the gains the University made in the past 50 years;
- ii. demonstrating new commitment to UNIMA's transformation into a strengthened, competitive, world class and relevant institution;



(Exodus 33:15) Then Moses said to him, "If your presence does not go with us, do not send us up from here."

- iii. catalysing a change in a non-constant environment, providing innovations in public accountability and reporting, and
- iv. establishing leadership which works together in mobilizing all categories of staff and students towards the common goal.

In order to catalyse the concretization of the agenda, a 4 –year workplan with details for the first year was developed and this was approved by the UNIMA Council at its meeting in March, 2014. The plan which reflects the functions of the VC's Office, provided specific strategic objectives and activities which are undertaken by the two officers in the Office. To ensure successful and accountable tour of duty, the following have been implemented consistently:

- (a) Constructing a foresight, competitive and winning team at the University level which is accountable and socially responsible and fosters a new and two-way partnership with all the key internal stakeholders;
- (b) Engaging the four Colleges to develop strategic academic programmes such as Foresight and Strategic Leadership, Finance and Banking, Actuarial Science, and Quality Management;
- (c) Utilising the internal human capital for diversifying the funding base for infrastructure development and improved delivery of quality teaching and learning;
- (d) Establishing a platform for fostering linkages and collaborations with Government and all stakeholders including the private sector;



**Professor Al Mtenje  
The Pro-vice Chancellor**



- (e) Strengthening sustainability and business thinking towards self-sustenance and increasing own generated income;
- (f) Adding value to the University brand, including creating an own anthem and a flag, and
- (g) Sustaining academic excellence and relevance through
  - i. Catalysing academic engagements - inaugural lectures, academic seminars and conferences;
  - ii. Improving the quality of teaching and learning and hence the quality of graduates;
  - iii. Investing in human capital recruitment and development for research and, quality teaching and learning, and
  - iv. Improving commercialisation of knowledge and services.

This report therefore, provides key achievements over the 48-month reporting period. The next Section gives the planned goals and outputs, while the third Section provides the key milestones in the four years. Emerging challenges experienced in executing the various duties in the period are presented in Section four. A conclusion and areas for possible consideration by the Council of the University are provided in the fifth Section.

Chapter

2



# Planned Goals and Outputs

A set of four strategic goals, bellow, was developed in order to effectively lead the University and implement successfully the 2012-2017 UNIMA Strategic Plan (SP), which was launched in 2013. The four strategic goals are aligned to, and are consistent with the Five Pillars of the SP. To achieve the medium and long-term goals, the following eight expected outputs were prioritised:

- i. **Output 1:** A foresight, committed and winning leadership team constructed by end of 2014;
- ii. **Output 2:** At least 10% of total budget is self-generated by the end of 2016;
- iii. **Output 3:** Students are accessing at least 50% improved quality education by the end of 2016;
- iv. **Output 4:** At least 10% annual increase in student enrolment by end of 2017.
- v. **Output 5:** A new and innovative partnership with staff and students in place by the end of 2015;
- vi. **Output 6:** At least 85% of academic and outreach programmes are relevant by end of 2015;
- vii. **Output 7:** At least 60% of the new generation of academics are involved in productive research by the end of 2017, and
- viii. **Output 8:** Community is using at least 50% of the University generated evidence in their programmes by the end of 2015.

Chapter

3



# Major Achievements

To ensure that the Senior Leadership Team under the VC's Office remained accountable to the Employer, the Leadership Team agreed to undertake a self-assessment exercise to review progress of work. To ensure that all activities are aligned to the Strategic Plan, a results framework was developed so that SLT members ensure effective implementation of their mandate. The key deliverables over the four years are presented below:

### **Strategic Goal 1: Access to quality and more relevant higher education widened**

Important outputs were:

- (a) Improved teaching and learning environment.** This is evident through (i) approved QAE Policy in place and all Colleges having functional QA units, (ii) increased participation of external examiners in various programmes, (iii) academic staff proceeding for masters and doctoral training funded by various organizations including Kwazulu Natal, Commonwealth Secretariat, Chinese Embassy, PANGeA and the Government of Malawi.



*UMSU Leadership*



*SOKO Beneficiaries*

- (b) Enhanced staff and student welfare.** This was obtained through (i) establishing a Students Affairs Consultative Committee, (ii) supporting the preparation of UMSU Strategic Plan, (iii) UMSU leadership acquiring knowledge and skills for effective management of students affairs and linkages with UNIMA leadership, (iv) a platform facilitated by the Labour Commissioner for an effective Leadership—Academic and Support Staff engagement, (v) CTS Conditions of Service reviewed and approved by the University Council, (vi) NAC funded HIV/ AIDS project (MK70 million) supportive of the health care of both students and staff, and (vii) submission of scholarship proposals for needy students to Deekay Suppliers, Old Mutual, NICO Holding/Insurance, FDH Bank, National Bank of Malawi and Standard Bank. The University Students continued to benefit from the SOKO Scholarship Fund and operationalisation of the Dossani Trust. Council of the University of Malawi established a Taskforce to negotiate with staff and students on welfare issues.





*Ministry of Labour engaging Staff Unions and University Management on Industrial Relations*



(c) **Improved systems for raising levels of access and equity.** This was obtained through (i) establishment of an innovative electronic module for data capturing and verification of UEE results, (ii) efficient processing of 13000 UEE and 500 mature entry candidates, leading to over 2500 admissions, (iii) resuscitation and joint partnership under MAREN to access broad bandwidth ICT connectivity through Africa Connect, and World Bank funding (US\$4 million) through the PPP Commission, (iv) Senate approval of new academic programmes at both undergraduate and postgraduate levels; (v) 1723, 2201, and 2540 completing and graduating with certificates, diplomas and degrees in 2012/13, 2013/14 and 2014/15 academic years respectively, (vi) admission of 2319, 2362 and 2585 candidates into various programmes in 2014/15, 2015/16 and 2016/17 academic years, respectively; the female representation being at nearly 48%, (vii) Council of the University of Malawi phased out UEE and adopted harmonised selection with other public universities under the National Council of Higher Education (NCHE), (viii) development and approval of new academic programmes such as Entrepreneurship, and Actuarial Science, (ix) establishment and operationalisation of a Confucius Institute at UNIMA, (x). COM and KCN continued recruitment of international students at both under and postgraduate levels, and (xi) achieving an annual university admission increase of 10% consistent with requirements for sustenance of quality.

## **Strategic Goal 2: Research, consultancy and community service enhanced.**

This was catalysed through (i) development and review of policies on Postgraduate Studies and Research and Consultancy; the introduction of an on-line research reporting tool for staff; (ii) organising eleven Professorial Inaugural Lectures by Profs Nyengo Mkandawire, Adamson Muula, and Mfutso Bengo (College of Medicine); Profs Address Malata and Ellen Chirwa (Kamuzu College of Nursing); Profs Ephraim Chirwa, Lewis Dzimbiri, Edrinnie Kayambazinthu and Wapulumuka Mulwafu (Chancellor College); and Profs Grant Kululanga and James Kamwache Khomba (The Polytechnic); (iii) merging the ICT and Library, and Postgraduate and Research Committees, (iv) fostering and developing strategic academic link relationships with Stellenbosch University, University of Nottingham, Pedagogical University of Mozambique, Open University of Tanzania, University of Kwazulu -Natal, University of Strathclyde, Zhejiang Provincial Cultural Centre of China, Ryukoku University (Japan), Nelson

Mandela Institute of Science and Technology, and University of International Business and Economics for the establishment of Confucius Institute-China; (v) development of an IPR policy supportive of commercialization of academic research and intellectual capital, (vi) strengthening the management of Malawi Journal of Science and Technology, (vii) fostering expert teams to work on losses of liquid fuel during transportation funded by PIL; (viii) with UNDP support, development of a T3 model for assessing Malawi preparedness to implement the SDGs; (ix) establishment of a Thought Leadership Forum, and (x) improving the visibility of UNIMA through aggressive marketing of its goods and services through an improved University Website.

The University has three centres of excellence: World Bank Centre of Excellence in Public Health and Herbal Medicine, WHO Interprofessional Health Professionals, and Centre of Excellence for Ethics and Governance. Over 300 refereed publications (articles, book chapters and books) have appeared from the four Colleges. Individuals and groups attracted large and multidisciplinary research grants from various funding agencies such as NORHED, World Bank, IDRC and DFID and these have capacity building components. Examples include:

- i. Sanitation and Hygiene Applied Research for Equity (Phase II) Project being implemented in Chikwawa with funding from DFID whose goal is to examine the effects of food safety and hygiene interventions on diarrheal diseases among under five children in rural Malawi
- ii. Regional multicenter program to improve maternal and neonatal health
- iii. An exploration of nurses' knowledge, skills, attitudes and beliefs regarding evidence-based practice at Queen Elizabeth Central Hospital, Blantyre, Malawi.
- iv. Mathematics education
- (v) Centres of Excellence in Public Health and Herbal Medicine (USD6 million);

### Strategic Goal 3: Alternative sources of funding diversified

The main achievements in the reporting period were:

- a. **Increased Government Subvention and Students' fees.** The University witnessed (i) 2014/2015 subvention and 2015/16 subventions being improved from MK13.1 to MK17.1 and then 21.8 billion and 23.7 billion in 2016/17 and 2017/18, respectively; (ii) the student financial contribution to their education being increased from MK55,000 to MK275,000 for both Government and self-sponsored students; (iii) Government providing an additional MK2 billion for staff emoluments to mitigate the effect of inflation in 2014/15 year; (iv) implementing an informed formula for sharing the Government subvention across the five cost centres: Central Office and the four Colleges; (v) the UNIMA Trust being incorporated; (vi) MK1 billion being allocated for maintenance and rehabilitation, and (viii) a policy paper on student unit and staff-student ratios developed and approved by Council. The University now contributes 18% to the total budget requirement; three times higher than previously.
  
- b. **Engaging Government, the Private sector and donor partners to support expansion of the physical infrastructure and student education.** The Malawi Government through loans from the World Bank and ADB provided funding for the expansion of Chancellor College and the Polytechnic and human capital development for science and engineering. The University has an MOU with the PPP Commission to support private sector participation in higher education and consequently three companies (Old Mutual, NICO Holdings and M&M) have been identified to construct students' hostels on build and transfer basis. The feasibility studies on students' hostels were duly approved by Council. UNIMA participated in the preparation of a Cabinet paper on PPP arrangements for Students' accommodation. Skills enhancement acquired through see and learn tours to South Africa and Ghana PPP Commissions and universities. A proposal for a postgraduate hostel at Chancellor College is under review by the Press Trust.

- c. **Ensuring efficient utilisation of financial resources.** This was realised by (i) reducing Research Centres' reliance on Government subvention for other recurrent transactions (ORT) in 2014/15 and 2015/16 Budgets, (ii) Business Centres operating on full and own generated income from 2014/15 and (iii) undertaking audits into the management of students' stipend.

### **Strategic Goal 4: Governance, management and accountability strengthened**

The main milestones were:

- a. Consolidating UNIMA strategic leadership, corporate governance and accountability. This was enabled by (i) installation of His Excellency, Professor Peter Arthur Mutharika, President of the Republic of Malawi as Chancellor of the University of Malawi on 19 November, 2014; (ii) Council providing policy guidance and oversight through meetings of its statutory Committees and continued rolling-up of the UNIMA SP, (iii) an SLT retreat on strategic planning, and annual review and planning workshop in February and November, 2014, respectively; (iv) mid-term review of the SP in November, 2015, (v) an SP Implementation and Monitoring Committee being functional; (vi) a foresight, cohesive and full complement senior leadership with clear work plans in place; (vii) an officer to support planning in place; (viii) an approved performance management policy being approved by Council in June, 2016; (ix) the University implementing a Results Framework which is a key component during reporting to Public Sector Reforms Commission, and (x) recruitment of Principals for Chancellor College, College of Medicine, KCN and the Polytechnic, as well as the Deputy University Registrar and the University Finance Officer for the Central Office. Implementation of SP improved nearly two fold (63%) in 2015; implementation of the first SP in 2006 was achieved to 33%. The three main components: Planning - SP development, Implementation & Execution, and Monitoring and Evaluation had almost doubled. During the second SP implementation, the values were 75%, 60%, and 55%, respectively.

Further, a number of activities were implemented. These are: (i) adherence to generally acceptable internal audit best practices; (ii) innovative strategies in place for detecting any potential and actual malpractices and thus

over 70% of resources available without mis-procurement; (iii) implementation of Tracer Study and separate ones for Chancellor College and The Polytechnic under the SDP window; (iv) Job vetting, job evaluation and grading resulting in a unitary salary structure facilitated by DHMRD, and (v) enhanced knowledge and skills in leadership and quality management.

- b. Marketing of University goods and services to the local and international communities.** Important deliverables were (i) His Excellency Prof Arthur Peter Mutharika presiding over Golden Jubilee Celebrations on 10 October, 2015 at the College of Medicine Grounds and also launching the University Anthem and Flag. The UNIMA anthem was developed by the University Registrar and transcribed by Dr Robert Chanunkha of the FPA Department, Chancellor College, (ii) partnership trips to Rwanda, Italy, Israel, Zimbabwe, China, Kenya, South Africa, Ethiopia, Sweden and Japan, (iii) consultancy services being offered by the University Internal Auditor to Government on accountability/transparency and governance, (iv) engagement meetings with Government, donor organisations and the private sector, and (v) three meetings with alumni held in Blantyre, Lilongwe and Mzuzu and a resultant working Alumni Committee and draft revised Constitution for the Alumni Association.
- c. Fostering Internationalisation of higher education.** The University of Malawi signed MOUs with Universities from within Africa and without. These are aimed at fostering delivery of joint postgraduate programmes, development and implementation of research projects, staff and student exchanges.

Nearly eighty foreign academics, scientists and leaders of Universities and research groups visited the University during the reporting period. Important delegations included those from University of Stavanger, Norway, The Open University of Tanzania, Universidade Pedagogica, (Mozambique), University of Nottingham, International Youth Fellowship, University of New Mexico, VSO- Malawi, University of Strathclyde, Research Institute for Humanity and Nature-Japan, University of Greenwich, Federal University of Agriculture, Abeokuta-Nigeria,

Ireland and The University of Witwatersrand. The University also welcomed some of the Alumni from within the SADC and beyond.

- d. Local community engagement.** The University engaged local industries/institutions such as Airtel, GIZ, JICA/JOCV, Standard Bank, Nedbank, Old Mutual, FDH Bank and Malawi Institute of Bankers and two-way exchange visits strengthened and/ or explored partnership opportunities. As a key player in higher education, the VC or his representatives: the Pro Vice-Chancellor and Principals presided over graduation ceremonies of all affiliate institutions of the University. A high-level taskforce involving senior captains of industry was formed following the Thought Leadership Dialogue held from 30 September to 1 October, 2015.

The summary of the outputs in the reporting period and challenges encountered are provided in Appendix 1.



## Chapter

# 4



# Challenges

During the 48-month period, various challenges have affected efficient delivery of the programme of work. Possible interventions are proposed to ensure that the University positions itself aggressively in the higher education sector in the country, region and internationally.

## 4.1

### Administrative challenges

After Council's approval of the MIM recommendations, the Central Office was streamlined heavily. Key casualties were removal of the planning and weak staffing of the academic sections of the UR's office. The reconstitution of the Planning section, at the beginning of the tour of duty, met resistance including from senior managers of the University. Following the launch of the University of Malawi Strategic Plan (2012-2017) in September, 2013, strengthening of the UR's office was expected to support the effective implementation and its subsequent monitoring. Adopting a more inclusive approach by utilising academics staff to participate in the development of papers has resulted in huge delays in meeting deadlines for various assignments. For example, the development of the policy paper on student unit cost and staff-student ratios, and finalisation of the Tracer Study took over 24 months. Academic staff members have day-to-day commitments to teaching and research and their availability cannot be guaranteed. The recruitment of the Resource Mobilisation Director in 2016/17 for the University Office stalled due to lack of suitable candidates.

Until three years ago adherence to standards and transparency in selection of mature entry candidates was problematic. Stray recommendations into the mature programmes were evident. The decision by the leadership to coordinate this process proactively has been perceived as centralisation from some quarters. Close oversight by the Central Office at each new university should continue with greater vigilance.

The University has not fully exploited resources earmarked for the development and/ or rehabilitation and maintenance of the University infrastructure. For example, during the 2014/15 financial year, the University could not access MK500 million because the final selection of bids was only ready in June, 2015. Colleges which had obtained the PSIP funding could not as well access the full funding. The utilisation of MK1 billion for the rehabilitation and maintenance of the University infrastructure in 2015/16 financial year was affected by delays in finalisation of bids and also removal of the funding in the mid-year budget review. Re-focusing the Estate and Development's office should be prioritised.

Rolling out the PMS remains largely at bay despite being approved in June, 2016. This is because academic staff members are largely apprehensive and suspicious of its purpose. Yet its development had been very consultative and great awareness created amongst all categories of staff. This was also the case with job grading. The University has recruited Business Partners to support its implementation; these would need high-level support from the leadership at local levels. The low academic willingness varies from one college to another.

The University of Malawi continued not to fully benefit from various scholarships processed through the VC's office. This is because potential candidates worked on applications closer to the deadline and hence poor applications are submitted. Consequently, the Internal Review Committee rejected many applications. Weak applications are largely submitted due to non-availability of administrative support services including mentorship, which are the responsibility of research support centres (RSCs). Until now, only two colleges have functional RSCs. There is a tendency amongst some academics to decline the Chinese scholarships closer to the departure time. The Chinese Embassy has since reduced scholarships from 4 to 2 to UNIMA; only Chancellor and KCN are now being prioritised. Under the Association of Commonwealth Universities, declining numbers are obtaining. The remaining two colleges should be further encouraged to move quickly in establishing RSCs.

Until now, the development of communication and marketing Strategy has not been finalised. This is because of the high-staff turn-over in the communication and marketing section. The matter remains on the drawing table.

Efficient and effective implementation of some university projects such as the NAC HIV/AIDS projects were

hampered by staff reluctance to accept lower rates in donor funded projects. These rates are lower than those prescribed by the University Council. The desire to receive compensation for internal university work is growing and affects delivery of project, most staff members are reluctant. Competitive remuneration package and incentives should be developed for better staff productivity and commitment.

The Public Sector Reforms Programmes offered a new opportunity for transforming the University of Malawi into a leader in higher education, providing quality education, research and outreach services. The manner of engagement amongst us mirrored the Mark Anthony and Brutus poetry in *Julius Caesar*. Council resolved on 10 July, 2017 to delink three colleges from the University of Malawi. The formed Taskforce and Council will work together to ensure seamless transition and evolution of the universities.

## 4.2

## Senate Functionality

Efficient servicing of Senate and its committees requires adequate capacity in the UR's office. Production of minutes, follow-up on agreed actions and compliance with national and international accreditation bodies have in the last year started to improve; additional staffing has been ensured. At local levels, improved functionality of QA Directorates requires strengthening (financially and human resource). The emerging competition in higher education sector is expected to catalyse a section of unwilling staff to start recognising and working with the National Council of Higher Education, which has a legal mandate. The development of creative academic policies towards better and more conducive and accountable delivery of teaching and learning has been derailed by different levels of support from staff. For example, participation during validation of draft policies has been erratic.

## 4.3

## Financial Challenges

Until 2011/12 financial year, the University completed the preparation of financial statements. The 2012/13 and 2013/14 financial statements have been approved by Council and process is underway to have the audits of 2014/15, 2015/16 and 2016/17 to ensure UNIMA is current and compliant with the PFMA. The delays in processing the financial statements have been largely due to inadequate capacities in some college finance sections. This has resulted into late submission of financial statements for consolidation at the Central Office for quarterly review by the Finance and Audit Committees and Council. In one college, despite having two assistant finance officers, the delays are more serious. The Audit Section has now completed capacity assessment of the finance sections and report is ready for further processing to Council through the Finance and Audit Committees.

Audit reports revealed presence of multiple and idle bank accounts in the University. For example, one College has multiple accounts held at lower levels and despite several engagements on the need of having fewer consolidated accounts consistent with the requirements of the Public Finance Management Act, progress is slow. The presence of multiple accounts means that both the College and the University cannot determine the financial health of the institution and therefore ensuring accountability and compliance is a challenge.

The absence of a dedicated expert in grant acquisition and resource mobilisation (GARM) at the Central Office has meant slow and inefficient development of proposals for expansion of the University. The outputs from GARMS in Colleges are emerging at a slow pace. As Government asks us to be innovative and raise additional resources including for salary increases, aggressive and concerted efforts towards resource mobilisation are urgently required. The development of resource mobilisation strategic remains at drawing table; operationalisation of the Resource Diversification Strategy initiated by Ministry of Education offers new opportunities in this direction.

## 4.4

**Conduct of Staff Unions and Associations**

Until now only the Clerical Technical and Support and Chancellor College Academic staff members have registered unions. The Academic and Administrative Staff Associations are college based and several attempts to have recognition and negotiation frameworks with the staff community have been futile. Having five separate groups instead of a single staff union poses a challenge for employer-employee dialogue. Due to this scenario, some staff representatives have rejected creative developments in the University. For example, the Chancellor College Academic Union obtained a Court injunction against the implementation of innovative Revised Criteria for Promotion. The University is contesting the injunction. The Polytechnic Academic Staff are very elusive on committing themselves to these recognition and negotiation framework, and becoming fully registered consistent with the law. Continuing dialogue with staff towards increased productivity and contributing to internally generated income will be promoted. The absence of guidelines in the Act and Conditions of Service compounds the Institutional capacity to hold its staff being productive and accountable.



## Chapter

# 5



# Conclusions

During the four years, quality enhancement in university systems and processes was prioritised so that the development and delivery of academic programmes met national, regional and international standards. The establishment of quality assurance units and proactive recruitment of external examiners have been emphasized. Review and/or development of functional and living policies related to performance management, job grading, new conditions of service, research and consultancy, postgraduate, ICT, IPR and promotion criteria were initiated and some of these approved by the Council. The development of student unit cost and staff-student ratios informed new fees/financial contributions at undergraduate levels.

The deliverables are provided in the Table 1, below. Comparison against the desired targets in the 2012-2017 Strategic Plan is included.

Strategic Issue		Reference (2012)	Target (2017)	Actual (2017)
Enrolment				
	Undergraduate	8403	15000	11809
	Postgraduate	310	2500	814
Policies				
	Research and Consultancy		1	1
	Postgraduate		1	1
	Gender		0	1
	ICT		0	1
	Internationalisation		0	1
	ODEL		0	1
	IPR		0	1
	Affiliation		0	1
	Teaching and Learning		0	1
Research, consultancy and community engagement				
	Postgraduate programmes	46	100	65
	Public engagements		15	80
	Centres of Excellence		0	2
Infrastructure Expansion				
	Auditoria		4	4
	Lecture Theatres		16	3
	Laboratory complexes		7	1

	Engineering Labs		4	1
	Offices		7	100
	Classrooms		7	9
	Seminar rooms			7
	Board rooms			2
	Conference rooms			2
	Library extensions		4	1
	PPP Student accommodation		4	3
	ICT/Business/ODL services		4	2
	PhD content	25	70	35
Governance and Management				
	Framework for management-staff relations	0	1	0
	Recruitment of Academic Managers on merit	0	1	1
	Implementation of SP (%)	25	100	70
	Risk Management Framework	0	1	0
Finance and Resource mobilisation				
	Full cost recovery tuition fees	0	1	25%
	Trust Fund	0	1	1
	Unit cost of basic programmes	0	1	1

As the University undergoes the de-linking process, a few thoughts may need to be prioritised:

- i. Aggressive resource mobilization for both infrastructure development and rehabilitation, and improving

teaching and learning environment. The new Universities may need to go into outcome based agreement with Government for higher subvention. A commitment to a shift from heavy reliance on Government subvention is a must to the emerging universities;

- ii. Government considering the second phase of the HEST and SDP venture and including Colleges of Medicine and Nursing;
- iii. Increasing productivity and accountability amongst all shades of staff for improved quality enhancement and research outputs. Real implementation of the PMS, grading structure, policy on staff-student ratios and new conditions of services should be rolled out, and
- iv. Fostering south-south and south-north-south partnerships for both postgraduate studies and joint research. Regional and international benchmarking are critical for a competitive university amongst the emergent four universities.

In order to achieve significant and sustainable impact, the continued foresight and strategic guidance of the Council is critical.

# Appendix 1

## Implementation of the Vice- Chancellor's Office vision and mission during the 48 months (3 December 2013- 30 November, 2017)

			Outputs/Deliverables	Opportunities
<b>SG1</b>	<b>Access to quality and more relevant higher education widened</b>			
<b>Output 1</b>	<b>At least 10% expansion of the teaching and learning infrastructure by end of 2016</b>			
	1.1	Exploit fully the PPP arrangements for expanding the infrastructure	<p>Following Government enabling policy framework,</p> <ul style="list-style-type: none"> <li>(i) feasibility studies for the students' hostels were duly facilitated by the PPP Commission and approved by the Council of the University.</li> <li>(ii) the results of feasibility studies were shared with all Public Universities on 26 November, 2015 at the Ministry of Education.</li> <li>(iii) an MOU signed between the PPP Commission and the University in 2014 to prioritise the benefits of the framework. The initiative which was developed by UNIMA has now benefited all other public universities.</li> <li>(iv) Three colleges (Chancellor College, College of Medicine, and the Polytechnic) will benefit from this initiative through Old Mutual, NICO Holdings and M&amp;M Consortium, a South African venture company.</li> <li>(v) Two representatives (1 Poly and 1 COM) participated in a see and learn tour to some of the South African and Ghanaian Universities and the PPP Commission of South Africa.</li> </ul>	The PPP Commission may also support initiatives by colleges. For example, Chancellor College engaged Press Properties to build hostels/facilities.



	1.2	Engage the private sector (MHC, MACRA, NICO Insurance, MPICO, Press Corporation/ Trust and the Banks, International Foundations and institutions such as African Capacity Building Foundation, Zimbabwe for capital development	A Thought Leadership Dialogue (TLD) of 30 Sept-1 October, 2015 resulted into an Industry-University taskforce to concretise larger benefits from Industry. The University has great opportunities to benefit from the Pension Funds held by industry. Chancellor College engaged SR Nicholas to construct a road from Sports Complex to Sangala hostel as part of the corporate social responsibility. Rainbow Paints through MECHNO Supplies Zomba provided paint and accessories for the renovation of the Sports Complex at Chancellor College.	The proposal submitted to Press Trust for a 50-bed postgraduate hostel at Chancellor College and Strengthening of ICT services at University Office need's further follow-up.
	1.3	Promote the use of overheads and proceeds from hosting partners, research and joint programmes for infrastructure development.	Colleges are using the overheads to support proposal writing, and scholarships to staff. Chancellor College built a purposeful office block for the Centre for Social Research, which has since moved from the University Office to the new premises.	Further and more accountable uses of self-generated resources require greater domestication at all levels.

	1.4	<p>Seek support from Government and its cooperating partners for infrastructure development</p> <p>At least one facility for the teaching/learning or accommodation infrastructure each at the Polytechnic and Chancellor College</p>	<p>Government obtained loans from the World Bank and African Development Bank for three major projects and these are operational at Chancellor College and The Polytechnic.</p> <p>Government provided special funding (MK1 billion) for rehabilitation and maintenance of University in 2015/16. For example, (i) Chancellor College purchased furniture for classes, staff offices, library and students' hostels, and (ii) rehabilitation of the Library, Cafeteria and the Great Hall, and commenced construction of the School of Economics.</p> <p>The Central Office procured furniture, experienced interior face lift and procured a genset mitigating frequent power failures.</p>	<p>Strengthening of Estate Office and full provision of approved plans timely are critical for successful completion of works and proactively utilising all resources Government avails to the University.</p> <p>Installation of solar power systems should also be exploited for the university office.</p>
	<b>Output 2</b>	<b>Students are accessing at least 50% improved quality education by the end of 2014</b>		
	2.1	Establish College functional QA Units	All Colleges have now functional QA directorates manned by senior academics. Most of the Staff are aware of and recognise the value of quality assurance systems.	Strengthening of QA offices through additional staffing and resource funding will catalyse better functionality.
	2.2	Professional development of academic staff –providing pedagogical skills and knowledge to inform better teaching and assessment (Resuscitating CUTL, student engagement and experience)	<p>The Committee on University Teaching and Learning (CUTL) and College-based ones were resuscitated. Workshops have been held on pedagogical skills and training workshops for new members of staff and also all other academics every year.</p> <p>KCN has established Clinical Department to coordinate clinical teaching and introduced (i) District Preceptorship at districts to assist students all the time and (ii) a model ward at Kamuzu Central Hospital (Ward 1A) for clinical teaching. The ward has been fitted with necessary equipment to the tune of K30Million (donor funded).</p>	Establishment of staff enhancement unit needs prioritisation for sustainable quality improvement in teaching and learning.

	2.3	Ensuring Students' involvement in quality assessment	This has been achieved to an average of 75% in all Colleges. Academic staff members are now fully engaged in this activity. An electronic students' assessment system is under development to facilitate quality assessment online.	Commitment to 100% compliance and integration of results are a priority.
	2.4	Regular reviews (every 5 years) of academic programmes incorporating stakeholder inputs	Colleges have undertaken reviews of programmes. Important examples include Nursing, Law, Social Science, Science and Education programmes (Faculty of Humanities commenced the process in 2017). Development of new programmes now strictly adheres to the Council's approved curriculum reform requirements: training needs assessment (TNA) and stakeholder engagements are complied with.	All Deans of Faculty need to adhere to Curriculum Reforms requirements.
	2.5	Facilitating strong and effective linkages with the National Council for Higher Education	Each college has undertaken internal self-audits. UNIMA participated in the development of NCHE regulations. NCHE has undertaken programme assessment of COM, KCN and the Polytechnic; most of COM programmes have been accredited. NCHE has engaged UNIMA ICT staff (CC and COM) to develop an online selection system for University Selection. Senate developed quality and enhancement tools to support programme relevance and compliance to local and international standards.	Mobilisation of all staff on quality issues is needed. Completion of assessment of Chancellor College may need to be prioritised. All Colleges need to move aggressively to prepare for local and international competition in teaching and learning, as well as research.

	2.6	Building human capital and expansion of teaching, learning and research facilities including Library and ICT services	<p>The University received scholarships from various sources for higher degree training. For example, KCN (12 for PhD), and Poly (40) for PhD and Masters including for training Library and ICT staff.</p> <p>The Polytechnic strengthened Library and ICT services through provision of computers and books, creation of electronic local databases and receipt of 100 electronic journals in many subjects .</p> <p>Chancellor College ICT Directorate is fully functional and supports the academic and administrative functions of the College.</p> <p>A JOCV Volunteer spent 3 months at the Central Office from December, 2014 to February, 2015, providing technical support to the ICT Unit. Colleges continued to support staff members from own-generated income to pursue masters and PhD programmes.</p> <p>PAnGEA continued to support PhD training obtainable at Stellenbosch University. Using funding from World Bank under Skills Development Project and the African Development Bank HEST programme, Polytechnic and Chancellor College staff members have undergone higher degree training including Library staff being sent to MZUNI to study library sciences.</p>	<p>A USD10 million proposal submitted to Government for funding HR development requires frequent follow-up</p> <p>The University should diversify training of its staff across the globe and establishment of career enhancement office to achieve better proposal development.</p> <p>The development of Second Phase of HEST and the World Bank funding models should be initiated.</p> <p>Regular engagement with Government for scholarships to staff of all categories remains a must.</p>
	<b>Output 3</b>	<b>At least 10% annual increase in student enrolment by end of 2017</b>		
	3.1	Sustain annual admission of new candidates and graduations.	<p>The University admitted 2319, 2362, and 2585 candidates into various academic programmes in 2014/15, 2015/16, and 2016/17 years respectively. COM and KCN continued to recruit foreign students into their programmes.</p> <p>The University ensured almost an 18% increase in student recruitment and now has 12645 undergraduate and 865 postgraduate students.</p>	The postgraduate programmes are supportive of academic research and towards the achievements of academic excellence.

	3.2	Review the admission policy to enhance the competitiveness of the University.	<p>Council abolished the University Entrance Examinations as a component for selecting students into the University and approved the participation of the University in a harmonised selection of candidates into public Universities coordinated by the National Council of Higher Education. This approach has minimized multiple selections of individuals into public Universities.</p> <p>Selection of mature entry students is now fully coordinated from the Central Office and subject to Council's approval. Stray recommendations into mature-entry programmes now never occur.</p>	
	3.3	Facilitate introduction of an ODL (eg Bed and BBA) programme at each College	<p>An ODeL Policy partly funded by Commonwealth of Learning has been developed and awaits Senate consideration. Chancellor College and The Polytechnic uploaded modules onto the MOODLE/ODL through the ICT Directorate HEST funded.</p> <p>Chancellor College and the Polytechnic have satellite sites in Mzuzu and Blantyre for rolling out e-learning programmes.</p> <p>Auburn University-UNIMA and sister public universities (MZUNI, LUANAR and MUST), have a partnership to roll-out e-learning and 2 servers installed at Chancellor College to benefit all 4 public universities.</p>	

	3.4	Strengthen ICT services and linkages at both and between the Central Office and Colleges: ICT policy being fully adopted	<p>ICT policy has been approved by both Senate and the Council for implementation.</p> <p>The Polytechnic acquired new software to enhance ICT services, expanded the bandwidth, redesigned the ICT infrastructure for the main and Chichiri campus, installed new servers and evaluated bids for Gensets.</p> <p>All Colleges implemented electronic registration, electronic payment of tuition fees and voting for students elections.</p> <p>The University Office and All Colleges have functional WIFI on Campuses for access by all staff and students.</p>	
	3.5	Improve and expand the learning and other facilities for all students, including those with learning disabilities.	<p>The Polytechnic and Chancellor College through HEST and SDP mobilised resources continued to expand the infrastructure for improved teaching and learning.</p> <p>Chancellor College continued to progressively admit special needs students.</p> <p>Through PSIP and RBM funding the School of Economics is being expanded for enhanced teaching and learning. DFID supported the Raphael Tenthani Centre for Media Studies at The Polytechnic.</p>	



	3.6	Engage the Ministry of Education, Science and Technology; Treasury; Ministry of Gender and People with Disabilities; and investment partners including UNESCO for additional teaching/learning and accommodation infrastructure	<p>The Polytechnic is housing an Innovation Hub funded by UNICEF (MK13.5 million), renovated an investigative journalism classroom supported by the British Council and converted hostel block into two classrooms and procured surveying equipment funded by the Malawi Institute of Architects.</p> <p>The NORHED Projects at Chancellor College have supported (i) the renovation of the room and procurement of equipment for Mathematics Education teaching and learning, and (ii) constructing office block for PAS Department.</p>	
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	3.7	Develop innovative and relevant academic programmes at all levels	<p>Senate approved 63 new and/or revised programmes, to meet national and international needs. These include</p> <ul style="list-style-type: none"> <li>(i) Master of Medicine in Family Medicine, MEd in Primary Education, MSc in Adult Health Nursing, Master of Public Administration and Management, and Masters in Applied Ethics;</li> <li>(ii) MPhil/PhD in Engineering; PhDs in Finance Management, Strategic Management, Entrepreneurship and Applied Sciences;</li> <li>(iii) Diploma in Statistics; Bachelors in Gender; Bachelor of Economics; Bachelor of Developmental Economics; Bachelor of Economic History;</li> <li>(iv) Reviewed the bachelor of education science towards specialised education mathematics, education biology, education chemistry, education computer sciences, education human ecology, education physics, education Geography and Earth Sciences;</li> <li>(v) Reviewed bachelor of science generic programme towards specialisations in mathematics, biology, chemistry, computer sciences, physics, education Geography and Earth Sciences; reviewed the Bachelor's degree in law;</li> <li>(vi) BSc in Nursing degree with options in Community Health, Mental Health, Child Health and Adult Health;</li> <li>(vii) BSc (Hons) in Geological Engineering, Metallurgy and Mineral Processing, and Architecture, and</li> <li>(viii) Diploma programmes in Biomedical Engineering, Telecommunications and Electronics Engineering.</li> </ul> <p>College of Medicine mounted joint programmes with Universities of St Andrews and Liverpool.</p>	
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SG2	Research and community service enhanced			
	Output 4	At least 85% of academic and outreach programmes are relevant by end of 2015		
	4.1	Senate to undertake self-assessment of its functions and responsibilities	Senate approved the merger of APC and ACC into APCC and expanded its TORs to ensure quality review processes and eliminate conflict and duplication. The composition was strengthened by including senior academics, one from each College (at least Associate Professor Level).  End of year assessment results have improved significantly such that integration of academic assessment, financial and the ICT services obtains. The University has a unified procedure for admission and management of PG programmes.	
	4.2	Undertake institutional reform: Restructuring of Colleges/Faculties/ Departments for greater efficiency.	The University Leadership has appeared three times before the Public Sector Reforms Commission. The Council resolved to delink three Colleges (COM, KCN, and Poly) from the University of Malawi. An independent taskforce to oversee the delinking process is now in place. Council approved the review of the Act but deferred its further action until the delinking process is clear.  Council approved Policy paper on student unit cost and staff student ratios.	
	4.3	Undertake a tracer study and rationalise programme development and implementation.	Government provided MK25 million in the 2014/15 budget for the Tracer Study. Draft Report is ready for presentation while Polytechnic and Chancellor College implemented own tracer studies under SDP funding- targeting education science and engineering degree programmes.	Establishment of Alumni Office in all Colleges is critical for the success of tracer study.

4.4	Organise 2015 Golden Jubilee Celebrations.	<p>His Excellency Prof Arthur Peter Mutharika, the State President and Chancellor of the University of Malawi, presided over the Golden Jubilee Celebrations on 10 October, 2015 at College of Medicine Grounds. During this function, 32 Malawians and others received recognition awards for their service to the University. The University received MK30 million from Government and raised additional MK 10 million from the private sector for the function.</p> <p>The Honourable Minister of Education Dr Emmanuel Fabiano and the Chair of Council, Prof Jack Wirima launched the Golden Jubilee celebrations by leading the tree planting season in the University in February, 2015.</p> <p>Council awarded Honorary degrees (PhD (<i>Honoris Causa</i>)) to 8 distinguished personalities in the country (3 Female and 5 Male).</p>	
4.7	Facilitate academic research- public interface to influence evidence informed policy and programme review and formulation.	<p>The University resuscitated the research dissemination conferences such that the first one was held from 23-24 September, 2015 at Hotel Victoria. College of Medicine continued to organise annual dissemination conferences. KCN, Chancellor College and the Polytechnic also organised conferences /open days in the reporting period. Innovations by Staff and students were showcased locally and internationally. KCN organised two research dissemination conferences and implemented a USAID health-improvement project in hard-to-reach areas with funding and cooperation of USAID.</p> <p>A team of academics investigated the loss of liquid fuels during transportation (USD72, 000) and recommendations submitted to the Petroleum Importers Limited (PIL) Board.</p> <p>Chancellor College organised international conferences including on disability; LASU; medical humanities, and future of humanities.</p> <p>WASHTED launched a 2017-2022 Strategic Plan in July, 2017.</p>	Increased number of academic staff needs to participate in the think-tank programme for greater relevance and consistent with the Research and Consultancy Policy.

	4.8	Centres of excellence established at Colleges	<p>UNICEF supported the establishment of an Innovation Hub at Polytechnic to foster innovation among students and staff of all public universities</p> <p>Senate and Council approved the establishment of Centre of Excellence on Ethics in Leadership and Corporate Governance.</p> <p>KCN is a WHO collaboration centre towards leadership in nursing profession in the country and the region.</p> <p>COM established a World Bank Centre of Excellence on Public Health and Herbal Medicine (USD7 million).</p>	
	<b>Output 5</b>	<b>At least 60% of the new generation of academics are involved in productive research by the end of 2015</b>		
	5.1	Establish a functional PG and Research Support Centre at each College.	<p>Council/Senate approved Research and Consultancy, and Postgraduate Studies Policies which took effect from June, 2015. Except for COM, all Colleges have separate Directorate of Research and Dean of Postgraduate studies.</p> <p>COM Research Support Centre constitutes a model for other Colleges to emulate/adopt to catalyse medium and long-term research leadership. KCN has developed the Research Support Centre concept.</p> <p>KCN has a programme to support mentorship of the new generation of academics from large projects such as NORHED.</p>	
	5.2	Provide dedicated and real funding for research; 1% of the Government funding.	The UNIMA annual budgeting included 1 % for research consistent with the Revised Research Policy. The Research Policy also provides for 10% administrative overheads.	

	5.3	Strengthen RPC, review the Policy, develop an IP Policy and revive the annual research dissemination conferences including inaugural lectures.	Council referred the Research and Consultancy Policy to Senate for further refinement. The Intellectual Property Rights Policy has been drafted awaiting Senate consideration. The University resuscitated Inaugural Lectures and eleven professors (CC, 4; COM, 3; KCN, 2 and Poly, 2) presented theirs. College of Medicine developed a Research Strategy to drive its research agenda.	Development of Research Strategies across the other Centres offers greater opportunities for research leadership.
	5.4	Allocate time for research 25:75, improving to 40:60 in 10 years.	The Research and Consultancy Policy provides for a 5:3:2 ratio for teaching, research and outreach/consultancy time respectively. The adoption of the Policy on student unit cost and staff-student ratios will catalyse a better and more accountable time allocations.	Development of staff workloads are required to enhance staff productivity and accountability.
	5.5	Strengthen the Research Centres including a Women and Gender Studies Unit within CSR.	A Gender Policy approved by both Senate and by Council. The University obtained USD50, 000 funding from the Ministry of Gender for the development a Gender Policy which will be a model for other institutions.	Operationalisation of Gender Policy consistent with national aspiration is an urgent matter. A cost-benefit analysis of the value of research centres is urgently required to ensure that impact outweighs the investment. Otherwise, units are for employment of staff and sharing perks.
	5.6	Engage the academics, experts and entrepreneurs in the Diaspora in joint research and resource mobilisation.	Dr F. Ndovi of Canada provided microscopes to the Biology Department at Chancellor College and visited the University. Members in the Diaspora provided scholarships and books while some as external examiners on self-sponsorship. Academics are actively involved in joint research with various international partners and universities.	The Director of Resource Mobilisation with support of the Alumni Desk should coordinate resource mobilisation from the Alumni.



	5.7	Revise and implement more relevant and output-based promotion criteria s	Council approved the Revised Promotion Criteria in June 2015 and provided for a 1 year notice.	The Restructuring of UNIMA underway offers opportunities for progressive Colleges to exploit the new criteria for greater competitiveness in the 21st Century and thus not be constrained by injunction by the Academic Staff Union at Chancellor College against its implementation.
	<b>Output 6</b>	<b>Community is using at least 50% of the University generated evidence in their programmes by the end of 2015</b>		
	6.1	Develop a Marketing and Communication Strategy for approval by the Council and implementation by end of 2014	A draft Strategy was developed and awaits the review by Taskforce.	The VC's office must be supported by a team responsible for aggressive marketing of an academic institution.
	6.2	Establish a Strong Partnership and International Relations Office	<p>The University has established (33) important MOUs including with Strathclyde University, University of Stellenbosch, Nelson Mandela Institute of Science and Technology, Kwazulu Natal University, University of Curtin and Pedagogic University of Mozambique were signed. At local level, MOUs with Deayang University and the African University on Guidance, Counselling and Youth Empowerment exist.</p> <p>The University at Chancellor College hosted an AAU workshop management in November, 2015 while Polytechnic on Renewable Energy in Malawi in September, 2015 and Water Health and Sanitation in 2016.</p> <p>Draft Internationalisation Policy has been validated and awaits consideration by Senate.</p>	

	6.3	Rebranding our services, website design and regular updates	<p>The UNIMA Flag and Anthem were launched by His Excellency the State President and Chancellor on 10 October, 2015. The Anthem is being played at University functions.</p> <p>Various artefacts such as T-shirts, notepads, pens, cups/mugs, wall clocks, brochures and cloth are on the market.</p>	Funding for dedicated and proactive marketing materials should be a normal University activity.
	6.4	Increasing the image, visibility and community participation	<p>The VC has had four Exclusive Interviews with Media- MBC and Times TV and the SLT (ProVC, UR and Principals) engaged in various interviews during university functions (conferences, graduations and meetings). Colleges implemented own activities including launching a website for research activities and funded projects, participation in trade and science fairs and seizing every opportunity to engage MBC and other Media for visibility of various programmes.</p> <p>The ICT Directors have improved platform structures for Faculties/Centres. Chancellor College introduced a bi-monthly bulletin in 2014/15.</p> <p>Chancellor College and Polytechnic have Radio and or TV for teaching and reaching out to communities. The Chancellor College radio and TV is named Chanco Community Radio and Chanco TV to facilitate community engagement and as teaching and learning tools. The Central Office website has been improved and is now linked to Colleges.</p> <p>The University improved significantly in its profile on the local, regional and international barometers.</p>	
	6.5	Public and Private sector engagement	<p>Several meetings held with senior captains in industry and senior government officials including a TLD which was funded by UNDP (USD10, 000), LEAD SEA (MK2 million) and participants paying registration fees. An Industry-Public Universities Committee established in 2015. The Polytechnic has its own Industry Advisory Board which is regularly engaged.</p> <p>UNDP provided USD52000 to UNIMA to develop a T3 model for assessing Malawi preparedness to implement the SDGs.</p>	All Colleges require active engagement with their Alumni.

	6.6	Sharing accountability reports and marketing documents	Quarterly administrative and financial reports were presented to Council and its Committees. The Year 1 and 2 Reports also shared with the Council. Three strategic planning and review meetings held. The 2014-2016 UNIMA Annual Report was released in September, 2017 and also posted on the UNIMA Website.	Strengthening the Planning Unit and Marketing Department is necessary to ensure annual and workshop reports are produced timely.
	Output 7	At least 10% of total budget is self-generated by the end of 2016		

	7.1	<p>Develop Sustainability-Business and Enterprise Strategy</p> <p>-Organise a Business-Investment Forum involving stakeholders and critically review functionality of the Consultancy Bureaus</p>	<p>The Trust Deed for the UNIMA Trust granted by the Registrar General.</p> <p>Council approved the recruitment of Grants Acquisition and Resource Mobilisation Director for the Central office. Colleges have own Directors to support the Principals in resource mobilization and attracting consultancy services.</p> <p>Council stopped having Government or self-sponsored students in the 2014/15 academic year.</p> <p>Government has stopped having new students on its sponsorship platform.</p> <p>A consolidated banking system for payment of tuition fees through National Bank of Malawi finalized and is under evaluation.</p> <p>University, jointly with the three sister public universities, developed Concept notes for the introduction of a higher education levy and research funding for public universities submitted to Treasury which NCHE is now leading in further refinement of the proposal.</p> <p>Several donors and individuals provide support to students. For example:</p> <p>KCN sourced scholarships for over 100 students every year, at non-subsidized rate.</p> <p>The VC's office has attracted funding for Endowment Chair in Actuarial Sciences from Old Mutual and, Scholarship and Merit Awards for needy/best students from Old Mutual, Standard Bank, NICO Holdings/Insurance and FDH Bank. Standard Bank offered K30million in September, 2017 while FDH Bank K72million. MOUs are being signed for this partnership.</p>	<p>The VC's office needs strategic strengthening to lead proactively university-industry interface.</p> <p>Capacitating and reconfiguration of the Resource Mobilisation Unit is necessary for enhancing institutional ability to support Government subvention.</p>
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	7.2	Develop innovative incentive systems for sharing proceeds from academic programmes, consultancies and hosting partners	Polytechnic drafted paper on the review of sharing parallel programme proceeds and this is still under further construction.	
	7.3	Alumni Office, contributing to resource mobilization	A Working Committee for the Alumni Association was established in June, 2017 and is now finalising the Trust Deed. The Alumni has representation on Council. and Mr and Mrs Chakanika contributed K5000,000 towards the alumni. Polytechnic Chapter Alumni Association formed and one dinner dance raised close to MK 100,000,000.00	
	7.4	Fully utilize the human capital in writing and marketing winning proposals for the University	<p>COM won a World Bank African Centre of Excellence (ACE) on Public Health and Herbal Medicine (\$ 7.3 million)</p> <p>GIZ International is supporting the establishment of a Centre of Excellence in Midwifery at KCN.</p> <p>The Polytechnic and the University of Strathclyde initiated development of a project proposal on national power resource for education, professional training and advisory services in the power sector.</p> <p>The VC's office facilitated (i) the development of a proposal for concretization of the Confucius Institute which is now housed at KCN. Construction of the facility is planned for 2018, and (ii) establishment of two large consortia proposal to SPHEIR and RCUK which have not been successful despite being shortlisted in the final phase of 10 proposals. LEAD SEA won a joint project on Urban Cities and Food Security with University of Southampton involving Faculty of Science ( £6 million).</p>	Large and multidisciplinary teams should exploit new applications beyond the first attempt and be the norm in Universities.

SG4	Governance, management and accountability strengthened				
	Output 8	A foresight, committed and winning leadership team constructed by end of 2014			
	8.1	Create a cohesive SLT with shared goals and commitment by middle of 2014.	<p>The VC’s office engaged proactively SLT, larger management team, Colleges, Senate (including Professors) to share the envisioning. A First Planning Retreat (Hapuwani in February, 2014) was convened in February, 2014 to kick-start the strategic and foresight leading of the University.</p> <p>Annual Review and Planning Meeting in November, 2014 and the Mid-Term Strategic Planning Workshop, in November, 2015. 80 % of the cost centres had pre-planning workshops. Results Framework emerged as SP and SLT performance evaluation tools. The Audit Section provided the first assessment report on the implementation of the 2012-2017 UNIMA Strategic Plan during the November, 2015 Meeting. University Office held its annual strategic plan review and planning workshop in November, 2016.</p> <p>The Council approved the VC’s office first year plan in first quarter of 2014.</p> <p>The Results Framework (facilitated by a 3-member team from the Faculty of Commerce) is now a blue-print for foresight planning, implementation and monitoring has been finalized and Colleges are domesticating it.</p> <p>Council approved a proposal to co-opting two members into its fold for enhancing programme delivery consistent with the Act. Council appointed Principals for Chancellor College, College of Medicine, Kamuzu College of Nursing and the Polytechnic.</p> <p>NCHE organised two meetings on the development of a Higher Education (Universities/Colleges) overarching Bill which is expected to facilitate the separate charters for universities.</p>	<p>A see and learn tour is desirable to ensure that the University Office is adequately capacitated as obtaining in other international universities. Keeping it too lean affects its foresight leadership in a changing higher education sector.</p> <p>Construction of a culture of foresight leadership is also required in a competitive environment.</p>	

	8.2	Strengthen the VC's/University's Office with Strategic Planning (including M&E technical expertise) for effective implementation of the Strategic Plan, and Business/ Entrepreneurship capacity	The University Office has a dedicated person to support effective and efficient implementation of the University of Malawi Strategic Plan. The SP Steering Committee led by the ProVC and includes Vice Principals is active. The University has isolated strengthening a culture of Business/Entrepreneurship as flagship matter. Each college has a functional M&E monitoring team led by the Vice Principal.	
	8.3	Enhance the capacity and capability of SLT in entrepreneurship, change management and institutional accountability to stakeholders	Galilee College, TEVETA and Malawi Bureau of Standards organized skills enhancement workshops for some of the University managers. The University Finance Officer has acquired special skills in resource mobilisation facilitated by AAU and Galilee College. The UR and UIA acquired additional knowledge and skills in strategic management and benchmarking respectively facilitated by the AAU.  The Polytechnic and Kamuzu College of Nursing held management workshops for Heads and Deans, all academic and support staff using various funding modes.	



	8.4	Participatory review of UNIMA Act to provide for greater efficiency and impact of the University and its Colleges (compare with University of Nairobi and London).	<p>The Public Sector Reforms Commission approved 3 reform areas (strengthening organic character, diversifying financial resources and proactive strategic leadership) which are aimed at enhancing efficiency and effectiveness of the University in the delivery of its mandate. Council resolved in July, 2017 to delink College of Medicine, Kamuzu College of Nursing and The Polytechnic from UNIMA. Government has established an independent taskforce to oversee the delinking process.</p> <p>Council subsequently resolved to defer the review of the Act and development of the University – a successor, 2017-2027 Strategic Plan.</p>	<p>The VC and SLT to foster a shared vision and avoid the Mark Anthony and Brutus poetry in <i>Julius Caesar</i> play obtaining.</p> <p>The five cost centres have reference groups to support efficient and effective delinking process.</p> <p>Senate, UMSU and staff at four of the five centres have been briefed about these strategic developments in the University</p>
	8.5	Joint Development of responsive and demand-driven programmes to ensure national sustainability	Deans of Commerce and Social Science have been engaged and the development of the programme Strategic Foresight Management programme. New client specific programmes such as Actuarial Science, Entrepreneurship, and Tourism Management were approved by Senate. Deans of Applied Science and Science are developing a joint programme on Quality Management.	
	8.6	Promote more prudence in the use and management of financial resources amongst/ by the controlling/ responsible officers in the whole value chain	<p>The College Leadership were regularly reminded on the need for compliance to Public Finance Management Act and the University Act.</p> <p>2012/13 and 2013/2014 Audits concluded and approved by Council.</p> <p>The Internal Audit completed assessments of (i) hosting arrangements of international organisations (eg LEAD SEA), (ii) the use and management of students' stipends, and (iii) management of resources by IGA activities and/or business units.</p>	The University must ensure that in multi-campus arrangements, each College should not have multiple accounts held at lower levels. Council must strengthen finance and audit sections to effectively implement the statutory requirements of Finance and Audit Acts.

	8.7	Sharing of Assets between UNIMA and LUANAR	Sharing of assets was concluded in mid 2016 consistent with the transitional arrangements. Transfer of land was effected in 2017.	
	<b>Output 9</b>	<b>A new and innovative partnership with staff and students in place by the end of 2014</b>		
	9.1	Proactively (non-reactive) engage with Unions and Welfare Consultative Committees	The University held a training workshop facilitated by the Ministry of Labour on the value and benefits of well-structured unions-management interactions. The University Management team engaged the Staff Unions and Associations regularly to update them on welfare matters. Council regularly engaged the staff effectively on the call for salary increase, and established in July, 2017 a Dialogue Committee on Staff and Students Welfare issues to foster timely resolutions of staff and students issues.	
	9.2	Develop a Negotiation Framework/ Recognition agreement and Code of Conduct for increased accountability and professionalism	Negotiation Framework and Recognition Frameworks have been drafted and comments from Staff Unions and Associations solicited but to no avail.	Development of HR Policy and strengthening of HR function of the University is desirable.
	9.3	Pension Trust Fund for Staff	A Trustee Deed drafted and awaits consideration by the Council and its Committees	Cost centres must ensure regular payment of dues to the fund for better returns

	9.4	Developing creative conditions of service and annual appraisal framework	Improved conditions of service are ready for validation and further processing. The Performance Management System (PMS) was approved in 2016 after a see and learn tour to Universities of Johannesburg and Pretoria in October/November, 2015, and further awareness workshop by change management specialist from University of Johannesburg. A unitary salary structure were approved by Council and submitted to Government. An innovative medical scheme for the senior leadership was approved by Council but its implementation deferred due to funding limitations. Government provided 10% increase to support the remuneration package for UNIMA in 2017/2018.	Review of the Unitary Structure may be necessary in light of delinking of the University.
	9.5	Engage the students and seek partnership for good and conducive learning environment	The SLT held regular meetings with UMSU leadership; this process is replicated at College levels with Students Union. Proactive engagement ensued when students disturbed the peace of the society and broke public property. Clear and strict rules in place for admission of the students back to the college after various fracas. KCN has established cordial working relationship with staff and also strengthened Chaplaincy services. The University Senate established a Students Affairs Committee to handle non-academic issues. It has membership from the Alumni Community.	Dedicated and expanded students' services should be a key prioritised function at every university and fully capacitated.
	9.6	Strengthen the Dean of Students' Services	Each college is working towards strengthened office of Dean of Students with both staff and services for enhanced efficiency and effectiveness. Chancellor College has an Assistant Registrar responsible for Students Welfare to support the office of the Dean of Students.	

	9.7	Strengthen student support services (union management, counselling, welfare, medical, accommodation and recreation facilities)	<p>The SLT encouraged and supported the UMSU leadership in developing a Union Strategic Plan, which was presented to various stakeholders. The final UMSU SP awaits launching in second half of 2017/18. The College of Medicine is supporting Students' Union which has taken the lead in mobilising resources for a Union building. The Dean of Students at the Polytechnic is the focal point for linking with the private sector on students' scholarship needs.</p> <p>The University obtained NAC funding (MK23.1 million) to enhance knowledge awareness on management and minimizing exposure and contraction of HIV/AIDS amongst students.</p> <p>Recommendations for Audit assessment of some of health units have been adopted to improve accountability and efficiency.</p>	
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Chapter

6



# Four Years in Pictures

# UNIMA Management Team



## **Vice-Chancellor**

**Professor John D. Kalenga Saka, PhD. (East Anglia)**

Strategically leads and manages the academic and administrative affairs of the University of Malawi



## **Pro-Vice Chancellor**

**Professor Alfred Dailex Mtenje PhD. (University of London)**

Strategically leads and manages academic affairs of the University of Malawi



## **Principal, Chancellor College**

**Professor Richard Tambulasi PhD. (Stellenbosch)**

Strategically leads and manages the academic and administrative affairs of Chancellor College



## **Principal, College of Medicine**

**Mwapatsa Hope Mipando PhD.  
(University of KwaZulu Natal)**

Strategically leads and manages the academic and administrative affairs of College of Medicine

# UNIMA Management Team



**Principal, Kamuzu College of Nursing**  
**Mercy Pindani, PhD (UNISA)**

Strategically leads and manages the academic and administrative affairs of Kamuzu College of Nursing



**Principal, Polytechnic**  
**Professor Grant Keeble Kululanga PhD. (Loughborough)**

Strategically leads and manages the academic and administrative affairs of The Polytechnic



**University Registrar**  
**Benedicto Wokomaatani Malunga, DBA (University of Bath)**

Provides strategic and administrative leadership for effective and efficient delivery of University business



**University Finance Officer**  
**Mr. Henry Chiwaya, MBA (ESAMI)**

Provides financial management and investment services



**University Internal Auditor**  
**Mr. Smith Greyson Masuso, MBA (MANCOSA), MSc (Birmingham City University), FCCA, FCIS, CIA**

Provides independent and objective audit services



# Current UNIMA Council





# Inaugural Lectures





# Inaugural Lectures



Professor Nyengo Mkandawire



Professor Address Malata



Professor Ellen Chirwa



Professor Ephraim Chirwa



Professor Lewis Dzimbiri



Professor Edrinne Kayambazinthu

# Inaugural Lectures



Professor Grant Kululanga



Professor Wapulumuka Mulwafu



Professor Adamson Muula



Professor Joseph Mfutso Bengo





# Graduations



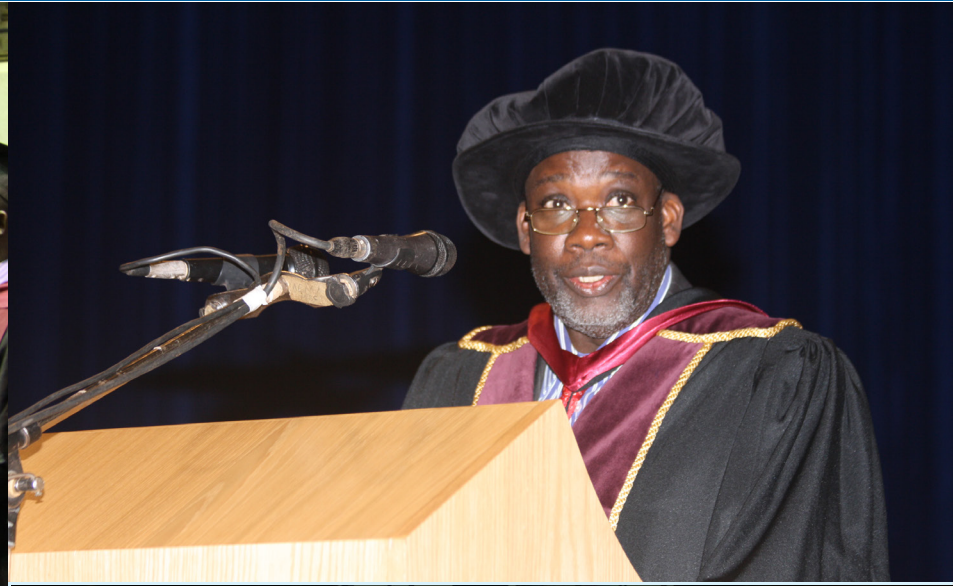


# Graduations





# Graduations





# Graduations





# UNIMA @ 50 Celebrations





# UNIMA @ 50 Celebrations





# UNIMA @ 50-Research Dissemination Conference





# Infrastructure Developments





# Infrastructure Developments





# Infrastructure Developments





# Maintenance and Refurbishments





# Maintenance and Refurbishments



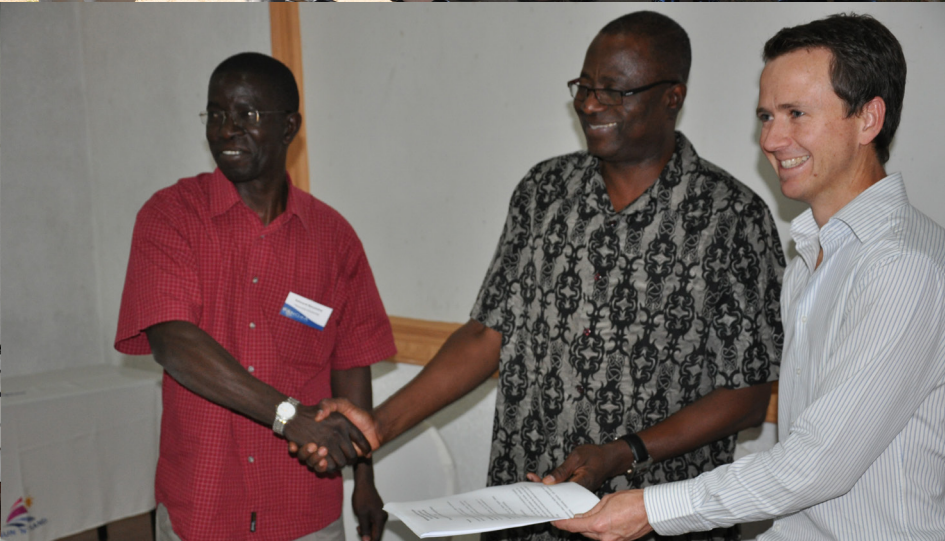


# International Engagement





# PANGeA Board Meeting





# ACE II Research Engagements





# Partnership with the University of Strathclyde





# Partnership with the University of Strathclyde





# Confucius Institute-UNIMA





# UNIMA Leadership



**UNIMA SENIOR LEADERSHIP TEAM**  
**4th November 2015 at SUNBIRD NKOPOLA LODGE, MANGOCHI**



# High Level Ministerial Meetings on Higher Education



OFFICIAL OPENING OF THE  
CONSULTATIVE MINISTERIAL MEETING ON HIGHER EDUCATION, SCIENCE AND TECHNOLOGY  
21st October 2015, Kamuzu Palace-Lilongwe, Malawi



# High Level Ministerial Meetings on Higher Education



**CONSULTATIVE MINISTERIAL MEETING ON HIGHER EDUCATION, SCIENCE AND TECHNOLOGY**  
**20th to 21st October 2015, Bingu International Conference Center-Lilongwe, Malawi**





# International Conferences



## **INTERNATIONAL FEDERATION OF ENVIRONMENTAL HEALTH 14th WORLD CONGRESS ON ENVIRONMENTAL HEALTH**

**3rd - 6th APRIL 2016, BINGU INTERNATIONAL CONFERENCE CENTRE, LILONGWE - MALAWI**



# International Conferences



11 - 13 April/Avril 2016, Lilongwe , Malawi

INTERNATIONAL CONFERENCE / CONFÉRENCE INTERNATIONALE

Thinking African, Epistemological Issues: Celebrating Thandika Mkandawire  
Penser Africain, Questions Épistémologiques : Hommage à Thandika Mkandawire

The Kampala Declaration on Intellectual Freedom and Social Responsibility, 25 Years On  
La Déclaration de Kampala sur la Liberté Intellectuelle et la Responsabilité Sociale : 25 ans après

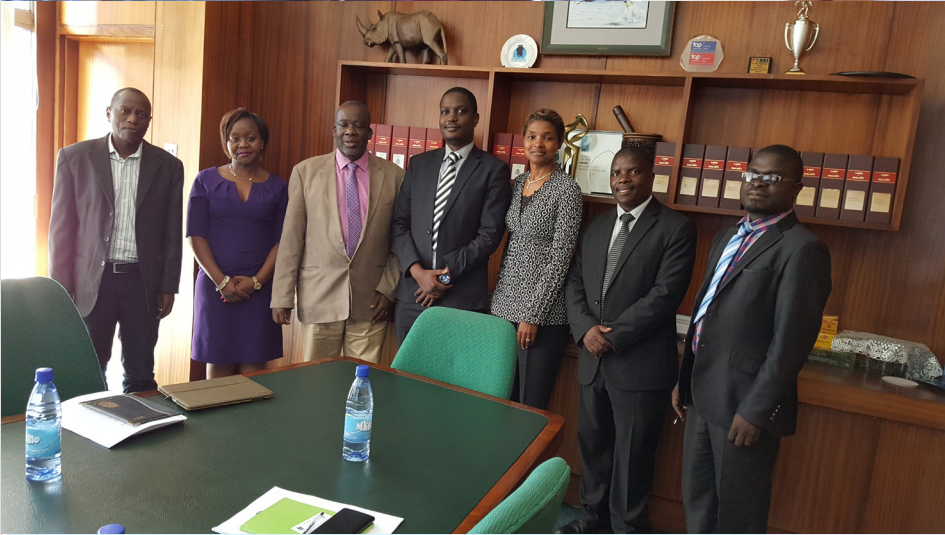


#freeacademic25





# Local Industry Engagement





# Public Universities Engagement





# Academic Programme Launch (MPA)



**Chancellor College**  
UNIVERSITY OF MALAWI

**Vision**  
To be a beacon of higher education for sustainable development in Malawi and the region

**Mission**  
To create and share knowledge by engaging in teaching, research, consultancy and outreach activities in response to the needs of Malawi and the region

**Core Values**  
Commitment  
Professionalism Integrity  
Diversity  
Client responsiveness  
Academic freedom  
Accountability



# Academic Programme Launch (MPA)





# Alumni-Parents Engagement





# UNIMA in Public Sector Reforms





# UNIMA in Public Sector Reforms





# Renewable Energy Conference



**MALAWI RENEWABLE ENERGY SYMPOSIUM**  
**19th - 20th August 2015, CROSSROADS HOTEL, LILONGWE-MALAWI**



# Scholarship Awards





# Assessment Conference-MANEB



# Assessment Conference-MANEB





# RUFORUM Young Scientists Awards





# RUFORUM University Leadership Training



**PASGR CAPACITY STRENGTHENING PROGRAMME FOR UNIVERSITY  
LEADERSHIP REFLECTIVE ENGAGEMENT WITH VICE CHANCELLORS**  
25th October 2017, BICC, LILONGWE, MALAWI



# PPP Awareness



## PPP AWARENESS WORKSHOP FOR THE SOUTHERN REGION

HELD ON WEDNESDAY, 26th August 2015 at MALAWI SUN HOTEL



# Management Training

**CHANCELLOR COLLEGE 2015 LEADERSHIP TRAINING, 10th - 15th MARCH.  
SUNBIRD NKOPOLA, MANGOCHI.**





# Management Training





# Strategic Mid-Term Plan Review Workshop





# Strategic Mid-Term Plan Review Workshop





# ODL Development Workshop

