



**UNIVERSITY OF MALAWI**

# **2014-2016 REPORT**





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**The Chancellor of the University of Malawi**  
**His Excellency Professor Arthur Peter Mutharika**  
**President of The Republic 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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*Knowledge lights wisdom*



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## Foreword



**Professor Jack Wirima**

University of Malawi 2014-2016 Report concerns the University of Malawi's programme of work for the financial years 2014/15 and 2015/16. The period witnessed several achievements towards the growth and leadership of the UNIMA—a centre of excellence in teaching, research and community engagements. Throughout, Council as the governing body, assumed the overall responsibility for academic and administrative affairs, institutional policy and strategy, and assets and liabilities, pursuant to section 10 (1) of the UNIMA Act, and provisions 5.2.2 and 5.2.3 of the Code of Conduct for Board of Directors of Statutory Corporations. Council therefore undertook its mandate to steer UNIMA as it strived to achieve its objectives in all strategic pillars: Teaching and Learning; Research, Consultancy and Community Engagement; Capacity Building; Governance and Management; and Finance and Resource Mobilisation.

Council is keen to reposition UNIMA so that it optimally contributes to the socio-cultural and economic development of the nation consistent with the Malawi Growth and Development Strategy (MGDS) II, National Education Sector Plan (NESP), and other domestic and regional development protocols. Consequently, quality, access and sustainable growth have been pursued in line with its vision as an institution of higher learning.

Consistent with the foregoing, Council approved the development of a 10-year strategic plan (SP) to clearly articulate the kind of university that the country should aspire for over the next 50 years, and functions/business processes necessary to realise the dream. To this end, Council commissioned, among others, functional review and revision of the UNIMA Act as critical success factors for efficient and effective implementation of the 10-year Strategic Plan.

In the reporting period, Council accomplishments included (i) combined accountability-based programme of work for the Vice-Chancellor and the Pro-Vice Chancellor (ii) promotion of eight (8) senior academics to full professorship, (iii) registration of UNIMA Trust, (iv) amicable settlements of staff and students strikes, (v) engagement the Auditor General in UNIMA audit system, and (vi) celebrating UNIMA Golden Jubilee.



I thank the Malawi Government and our cooperating partners for appropriating resources towards the running of UNIMA. The financial support made a significant difference in the performance of the University. To consolidate the gains and ensure growth of the University, I therefore appeal for more funding while short and long term interventions are being implemented and nurtured to grow own-income proportion.

I wish to thank our Chancellor, His Excellency Professor Arthur Peter Mutharika, President of the Republic of Malawi and Chancellor of the University of Malawi, for his strategic guidance. In this light, I would like to assure the State President and Chancellor of UNIMA and other stakeholders that the University Council will continue to serve the nation with utmost integrity, unwavering patriotism and commitment to contribute to human capital development and knowledge creation for the socio-economic development of Malawi and the Region.

I would like to thank the Vice-Chancellor Professor Saka and his management team, as well as members of staff and students, who contributed in various ways towards the performance being reported on.

**Professor Jack Wirima MBChB (MANC)**

**CHAIRPERSON OF UNIVERSITY COUNCIL**

## Preface



**Professor John Kalenga Saka**

The period the Report covers, 2014-2016, has witnessed a lot of significant changes in all constituent colleges of the University of Malawi, UNIMA. I am filled with great joy to state that this report is a proud manifestation of what we have achieved as a public institution of higher learning in the country in the course of pursuing our vision: centre of excellence in teaching, research and community engagements.

First, it should be pointed out with great pride that the period witnessed the installation of His Excellency Professor Arthur Peter Mutharika as Chancellor of the University of Malawi on 19th November, 2014. In providing grand strategic direction in UNIMA, the University Council strived to execute its overall responsibility for academic and administrative affairs, institutional policy and strategy, and assets and liabilities in line with the various provisions in the University of Malawi Act and the Code of Conduct for Board of Directors of Statutory Corporations.

The period has also witnessed a completely revolutionary approach to the way UNIMA has been conducting itself mainly in response to trends and change factors both locally and globally. In this regard, UNIMA has kept fortifying its brand as the oldest institution of higher learning in the country by, among others, increasing the visibility, availability and accessibility of its courses and research material. For instance, UNIMA has formulated a number of policies bordering on generation of knowledge, a case in point being the UNIMA Intellectual Property Policy. UNIMA has also made its presence more felt in the virtual world, and this is beside introducing new programmes both at the undergraduate level and at the post-graduate level.

The Report also demonstrates the importance UNIMA attaches to the need for a conducive learning and teaching environment. The Report highlights efforts towards repairing of existing infrastructure and expansion of teaching and learning facilities such as lecture theatres and laboratories.

The 2014-2016 Report also provides updates on the various processes in improving efficiency and effectiveness in the operations of UNIMA. Such undertakings have included the review of the University of Malawi Act, functional review, performance management system, and unit cost



approach to determining fees adjustment. Several activities for improving community engagement, finance and resource mobilisation to complement Government subvention are highlighted.

We look back in the period with great pride that members of staff have performed to the great satisfaction. I wish to thank His Excellency Professor Arthur Peter Mutharika, Chancellor of the University of Malawi and President of the Republic of Malawi for high-level support to the University and strong commitment to the values UNIMA stands for: integrity, commitment, professionalism, openness to diversity, responsiveness and entrepreneurship.

I thank all who contributed to the realisation of this dream – a two-year Report. The technical team which led the process is greatly appreciated.

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

**VICE-CHANCELLOR**

# Acknowledgements



**Professor Alfred Dailex Mtenje**

Compiling a report for an institution the stature of the University of Malawi can never be an easy task. But the good news is that our University boasts a pool of diverse talents and skills from a rich human resource willing to serve their University in the course of achieving its strategic objectives. It pleases to note that the 2014-2016 UNIMA Report is a product of concerted team work by members of staff from the University of Malawi Office.

The office of the Vice-Chancellor Professor Saka played a crucial role in making available data and information towards compiling the Report. Other equally important pieces of information and data were timely provided to the team compiling the Report by the office of the Vice-Chancellor. In the same vein, important information on respective Colleges were supplied by the offices of the Principal and Registrars in those respective Colleges. This esprit de corps is laudable and greatly appreciated.

We also wish to acknowledge the contributions by Chancellor College Publications for editing, rearranging some parts, sourcing some photos and designing the document.

**Professor Alfred Dailex Mtenje PhD. (Ling)**

**PRO-VICE CHANCELLOR**



# 1. INTRODUCTION

## ***THE UNIVERSITY OF MALAWI AT A GLANCE: WHO WE ARE***

### **1.1 BACKGROUND**

Founded- in 1965, University of Malawi (UNIMA) was created to answer human resources requirement of the nation. In recent years it has expanded to diversify its activities in terms of teaching, research, consultancies and community engagement. Additionally, it has put emphasis on delivering Postgraduate programmes that are relevant to the developmental needs of Malawi, the region and beyond. In response to the challenges of globalization, UNIMA has increased its international visibility through partnership with many reputable higher education institutions in the world. The University has also witnessed a tremendous increase in student enrolment and academic programmes over the years.

### **1.2 OBJECTS OF UNIMA**

The objects of the University shall be to advance knowledge and to promote wisdom and understanding by engaging in teaching and research and by making provision for the dissemination, promotion, and preservation of learning; by engaging in such university education and research as is responsive to the needs of Malawi and the whole world; and by offering, within the limits of its resources, to persons suitably qualified academically and who, in the opinion of the Council, are able and willing to benefit from the facilities offered by the University, an education of high university standard.

### **1.3 FUNCTIONS**

The functions of the University shall be to:

- a. encourage the advancement and dissemination of learning and research;
- b. engage in such university education and research as is responsive to the needs of Malawi and the whole world;
- c. provide facilities for higher education, for research and for the advancement of knowledge in such branches of learning and study and for such persons, whether members of the University or not, as the Council may from time to time determine;

- d. to award and confer Degrees and Diplomas, and other academic distinctions, including Honorary Degrees and distinctions.

## 1.4 VISION

UNIMA is an inclusive, innovative and future-focused centre of excellence in higher education for sustainable development of Malawi and the Region.

## 1.5 MISSION

UNIMA strives to achieve its vision through its resolve to advance knowledge and to promote wisdom and understanding by engaging in teaching, research, consultancy and community engagement.

## 1.6 CORE VALUES

UNIMA subscribes to the following values espoused by the Malawian Society:

### **Integrity**

Trust and trustworthiness, together, must characterise words and actions as individuals and as a University. UNIMA believes that actions will be consistent with words that demonstrate honesty and ethical behaviour and will address the needs of others, while being open and transparent about conflicts of interest.

### **Commitment**

All should pledge to make wise use of resources available to them, including financial resources, time, ability and facilities that the institution provides.

### **Professionalism**

All should treat UNIMA business with concern, commitment and a sense of responsibility and apply the best possible skills, knowledge and experience to all clients.

### **Openness to diversity**

UNIMA must build a community that fosters a climate that is open and welcoming to diverse people, ideas and perspectives; that promotes a constructive discourse on the nature of diversity; and that engages faculty, staff and students in activities that promote the University's core values.

### **Responsiveness**

In today's fast-paced and ever-changing world of higher education UNIMA must become a network that links students, faculty, business, industry, government and community.



UNIMA will ‘think globally and act locally’ in a timely manner to shape actions, in order to better serve its constituencies in its quest to realise the promises of a better Malawi and a better world.

### **Entrepreneurship**

UNIMA, students and staff members should utilize the knowledge they have gained to undertake innovations and investments in an effort to be self-reliant and create economic opportunities for others.

## **1.7 STRATEGIC PRIORITIES**

UNIMA pursues the following three embracing strategic priorities which define the overall scope of initiatives that the University will undertake towards achieving its vision:

**Strategic Priority 1:** Accessible, quality and relevant higher education

**Strategic Priority 2:** Quality research, community service and outreach

**Strategic Priority 3:** Good corporate governance and efficient management

*Knowledge lights wisdom*

## 2. UNIVERSITY STRUCTURE

The University of Malawi, UNIMA, is a public institution of higher learning established by the University of Malawi Act (Cap 30: 02 of the Laws of Malawi). UNIMA is spread over four campuses: Chancellor College, College of Medicine, Kamuzu College of Nursing, and The Polytechnic. The University comprises 15 faculties, 62 departments, 13 Research and Business Centres and 2 Centres of Excellence. UNIMA is headed by a Central Administration Office.

### 2.1 GOVERNANCE, MANAGEMENT AND ADMINISTRATION

The University of Malawi Act spells out the structure of UNIMA as comprising University of Malawi Council, University Central Office Management, Senate, and College Academic and Administrative structures.

#### 2.1.1 The Governing Council

Council of the University of Malawi is the policy-making body of the University. In line the provision of UNIMA Act, His Excellency Professor Arthur Peter Mutharika using his prerogative as Chancellor of the University of Malawi appointed the following to serve in Council effective 9th November, 2014:

Professor Jack Wirima

Justice Duncaín Tambala Retired

Councillor Reckford Kampanje

Vice-Chancellor



Council itself pursuant to Section 11(1)(k) co-opted Professor Moira Chimombo and Dr. George Partridge. Other ex-officio members of Council included;

- a. Secretary for the Ministry of Education and Science and Technology – Mrs. Lonely Magreta
- b. Secretary for Treasury – Dr. Ronald Mangani
- c. Comptroller of Statutory Corporations – Mr. Z.D. Chikhosi
- d. Senate Representative – Chancellor College – Dr. Levis Eneya
- e. Senate Representative – College of Medicine – Professor A. Muula
- f. Senate Representative – Kamuzu College of Nursing – Dr. U. Kafulafula
- g. Senate Representative – The Polytechnic – Dr. Vanywek Chikasamba
- h. Principals – Chancellor College, College of Medicine, the Polytechnic, and Kamuzu College of Nursing.

### **2.1.2 UNIMA Management Team**

The University leadership is headed by the Vice-Chancellor. The Vice-Chancellor is supported by the Pro-Vice Chancellor. The University Registrar provides strategic and administrative leadership for effective and efficient delivery of University business. He is supported by the University Finance Officer and the University Internal Auditor.

At College level, the Principal is supported by the Vice-Principal, the Registrar, Deans of Faculties and Heads of Department.



The following is the management team for the period of the Report (2014-16)



**Vice-Chancellor**

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



**Pro-Vice Chancellor**

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



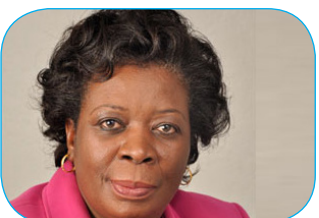
**Principal, Chancellor College**

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



**Principal, College of Medicine**

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



**Acting Principal, Kamuzu College of Nursing**

**Professor Ellen Chirwa PhD. (University of Illinois)**



**Principal, Polytechnic**

**Professor Grant Keeble Kululanga PhD. (Loughborough)**



**University Registrar**

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



**University Finance Officer**

**Mr. Henry Chiwaya, MBA (ESAMI)**



**University Internal Auditor**

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

### 3. STRATEGIC PILLARS AND KEY RESULTS

The 2014-2016 UNIMA Report provides achievements realised from the period 2014 to 2016 in the University of Malawi, and key results shared are the operationalisation of the key pillars in the 2012-2017 University of Malawi Strategic Plan. The following are the key pillars:- Teaching and Learning; Research, Consultancy and Community Engagement; Capacity Building; Governance and Management; and Finance and Resource Mobilisation.

#### 3.1 TEACHING AND LEARNING

A number of landmark achievements have been registered on the “Teaching and Learning” Pillar of the UNIMA (2012-2017) Strategic Plan

##### 3.1.1 Celebrating Fifty Years of UNIMA Existence—A Time for Celebration and Reflection

The period the Report captures witnessed a milestone in UNIMA as it celebrated fifty years of existence. His Excellency Prof Arthur Peter Mutharika, State President and Chancellor of the University of Malawi presided over the climax of the Golden Jubilee Celebrations on 10th October, 2015 at the College of Medicine Grounds. At the celebrations, exhibits related to the achievements of the University in these fifty years were showcased. Besides, as part of rebranding, the University Anthem and the University Flag were launched.



*Presenting the UNIMA Flag to the Chancellor of the University of Malawi*



### 3.1.2 Student Enrolment

Between 2014 and 2016 UNIMA enrolled a total of 6060 undergraduates and 1006 postgraduates. The undergraduate students' enrolment is spread as follows: 2000 students (2014), 1920 students (2015) and 2140 students (2016). This covers the following areas: Education, Humanities, Science, Social Science, Law, Medicine, Biomedical Sciences, Public Health, Nursing, Midwifery, Commerce, Engineering, Applied Sciences, Media Studies and The Built Environment. Admission takes into account gender parity and currently the enrolment is at 56% male and 44% female. Similarly applicants with confirmed Special Needs are considered. A slot is also given to international students as a way of enhancing the University's drive towards internationalisation. Students who have a post O-Level qualification and have work experience are also admitted as Mature entry students.

### 3.1.3 Graduation trends

In the period 2014-2016 UNIMA graduated over 7000 students. At one such graduation ceremony, UNIMA installed its Chancellor, His Excellency Professor Arthur Peter Mutharika, on 19th November 2014.

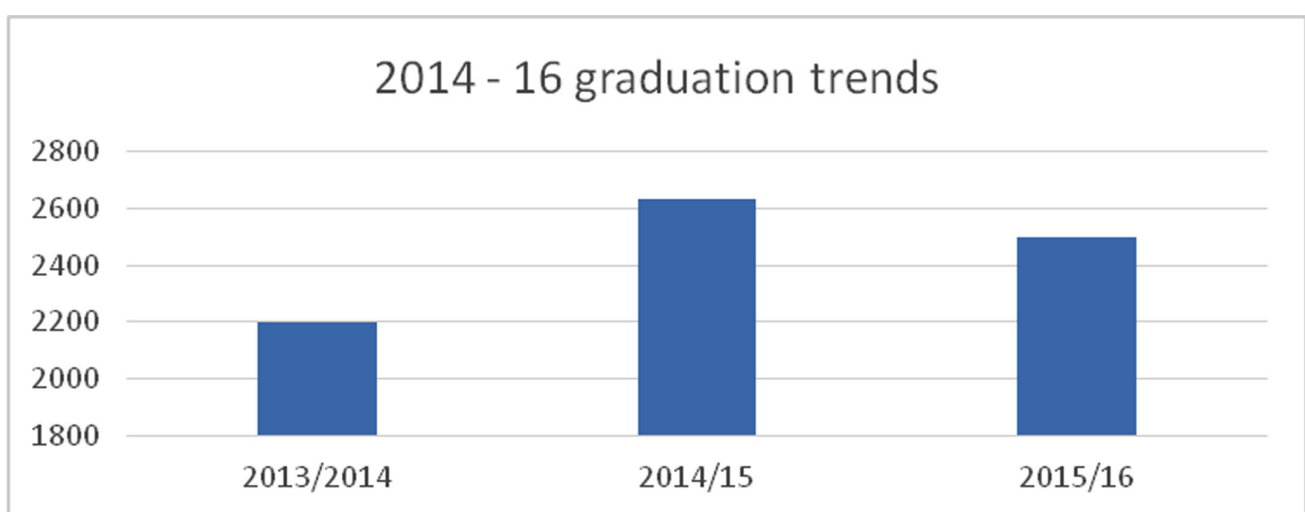


*His Excellency Professor Arthur Peter Mutharika, Chancellor of the University of Malawi presiding over UNIMA graduation ceremony*

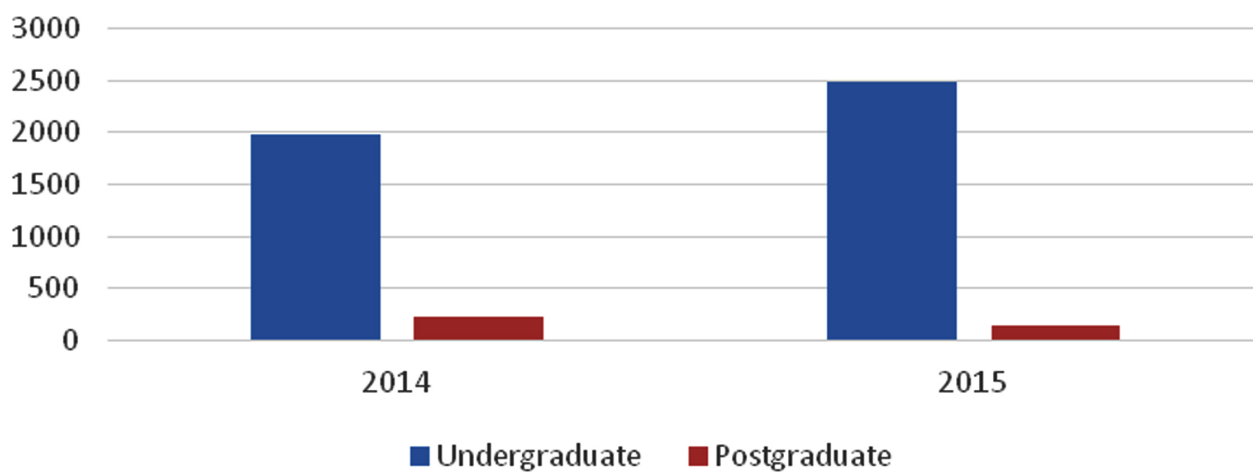




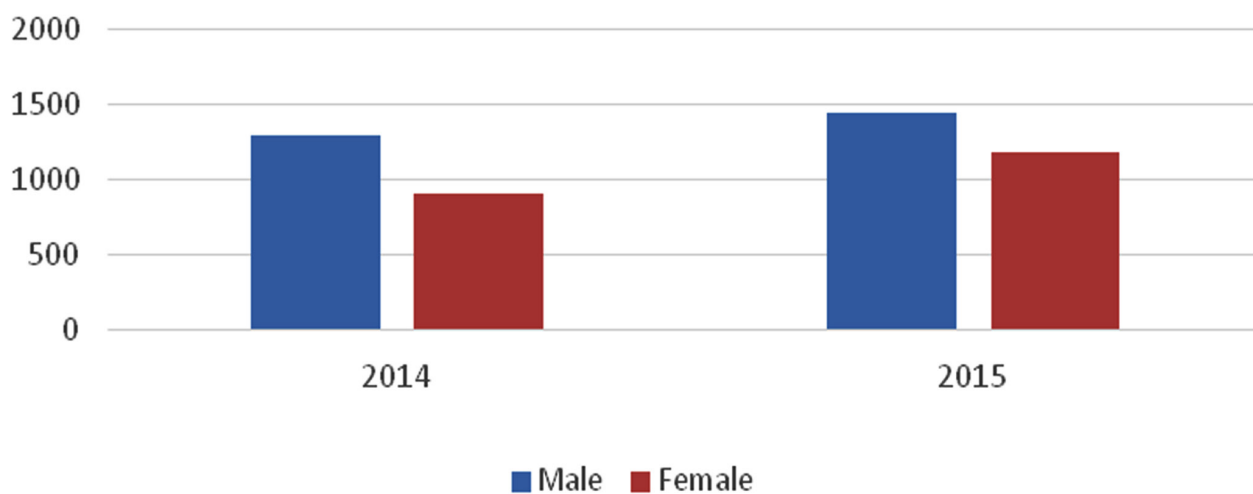
*UNIMA Graduation Ceremony*

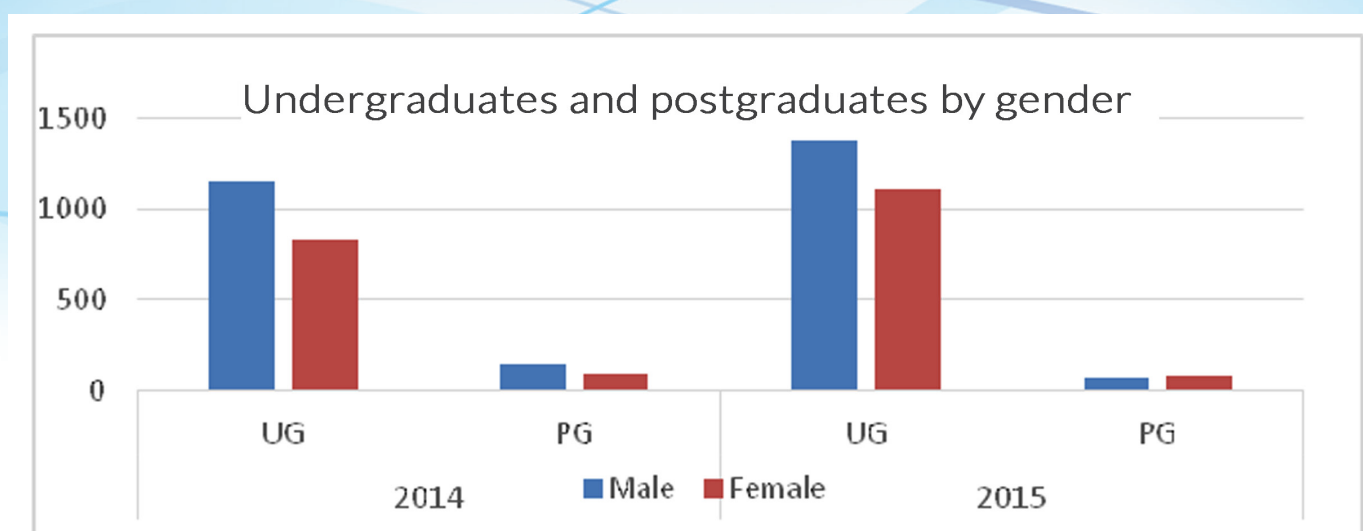


Postgraduates and undergraduates from 2014-2016



Graduates by gender





The last cohort of UNIMA students at Bunda College of Agriculture before it was delinked to become part of Lilongwe University of Agriculture and Natural Resources (LUANAR) graduated in 2014-2015.

### 3.1.4 New Academic Programmes

UNIMA has continued to respond to the needs of the public since its establishment and strives towards being a premier University within Malawi and the region. To remain relevant to the needs of its clients, UNIMA has introduced 55 new academic programmes, two faculties and one department over the report period.

### 3.1.5 Internationalisation activities



*International engagement*



UNIMA fully recognises the importance of engaging in internationalisation activities in order to reap the benefits offered by globalisation. To this effect, it has established a number of partnerships and networks with several higher education institutions across the world in areas such as:

- Staff and student mobility
- Joint research ventures
- Exchange of external examiners
- Joint publication
- Joint awards
- Sharing of information and resources
- Joint training opportunities

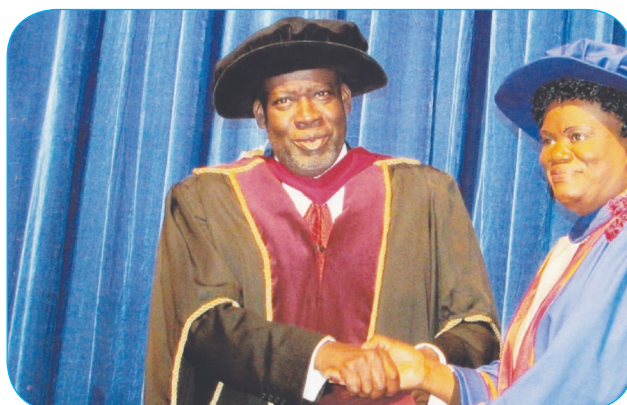
Some of the partner institutions are Stellenbosch University, University of Cape Town, University of Strathclyde, Nottingham University, University of International Business and Economics (China), Norwegian University of Science and Technology, University of Illinois, Michigan State University, University of Liverpool, St. Andrews, Johns Hopkins, University of Oslo, Uppsala University, Galilee University, University of Johannesburg, University of Pretoria and Pedagogical University (Mozambique).

### 3.1.6 Inaugural lectures

A number of academic staff in UNIMA have been promoted to the rank of Professor as a result of achieving excellence in research and scholarship. As one way of sharing research information with colleagues and members of the public, UNIMA conducts Professorial Inaugural lectures. Between March 2014 and June 2016, 12 Professors delivered their inaugural lectures in the following areas: Medicine, Nursing and Midwifery, Economics, Management, History, Engineering, Ethics, Public Health, Language and Finance.



*Professor Nyengo Mkandawire*



*Professor Address Malata (Right)*





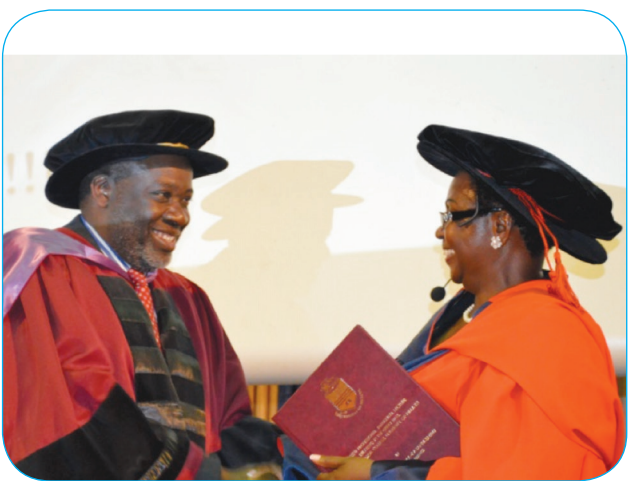
*Professor Ellen Chirwa*



*Professor Ephraim Chirwa (Right)*



*Professor Lewis Dzimbiri (Right)*



*Professor Edrinnie Kayambazinthu (Right)*



*Professor Grant Kululanga*



*Professor Wapulumuka Mulwafu (Right)*



*Professor Adamson Muula*



*Professor Joseph Mfutso Bengo*

It is important to note that Professor Joseph Mfutso Bengo's lecture which was on moral capital has led to the establishment of a Centre for Ethics in UNIMA to address the integrity challenges being faced by Malawi.

## **3.2 RESEARCH, CONSULTANCY AND COMMUNITY ENGAGEMENT**

In line with UNIMA's strategic priority on quality research, community service and outreach, staff have been engaged in research, innovations and consultancies.

### **3.2.1 Research, innovation and consultancy**

All the four UNIMA campuses have been actively involved in various research activities that have led to the production of refereed publications which have helped staff members gain promotion and international recognition. Furthermore, their students have actively participated in research and innovation. Consequently, a Science student from Chanco, Mixon Faluweki, has developed a Bicycle Battery Charger which can serve rural communities. Currently, the biggest volume of research comes from College of Medicine. Additionally College of Medicine has distinguished itself by introducing a Pumani Machine to help newly born babies with respiratory problems. Most of the research in UNIMA is done in partnership with other international higher education institutions.





*Mixon Faluweki and his Bicycle Charger*



*The Pumani Machine from CoM*

**(a) Centres of Excellence**

Centres of Excellence have emerged in two colleges. Kamuzu College of Nursing is recognized as World Health Organization (WHO) Centre of Excellence in Midwifery and at College of Medicine, the World Bank has funded An Academic Centre of Excellence in Public Health and Herbal Medicine (ACEPHEM)

**(b) Dissemination**

To ensure that research results reach policy makers and practitioners outside the academy, deliberate effort has been made by UNIMA colleges to hold annual research dissemination conferences on top of periodically organizing international fora centering on topical issues that have emanated from research.

**(c) Policies**

UNIMA has continued to strengthen its regulatory framework to guide the conduct of its academic business. In this regard, the following policies have been developed: Research and Consultancies, Postgraduate Studies Policy and Quality Assurance and Enhancement Policy.

### 3.2.2 Community engagement

**(a) UNIMA Stakeholders**

UNIMA creates value through its interaction with stakeholders which include:

- The General public
- Prospective students, students and parents/guardians
- Employees
- Government, regulatory and professional bodies
- Alumni

- Donors
- The Community
- Industry
- Civil Society Organisations
- Non-Governmental Organisations
- Other academic institutions
- Advisory councils
- Service providers and the media

**(b) Corporate Social Responsibility**

Like any other public university, UNIMA takes its Corporate Social Responsibility seriously. In this regard it is offering services to the community in the following areas:

Chanco Legal Clinic is providing free legal services to the under privileged community at Chikanda in Zomba.

CoM participates in preventive health in the community through learning by doing at Lungwena in Mangochi.

Chanco Radio is providing information on climate change and on development issues through edutainment



*Presenter's cubicle at Chanco Radio*



### 3.3 CAPACITY BUILDING

#### 3.3.1 Human Resource

##### (a) Staff development activities

In the interest of ensuring that UNIMA is fully capacitated in order for it to effectively deliver its core business, colleges and the University Office have made deliberate efforts to build capacity among all groups of staff members by taking advantage of both local and external opportunities.

To strengthen management, the University Registrar has obtained a Doctorate in Higher Education Management from the University of Bath. Similarly, the KCN Librarian, received a PhD from University of Sheffield, UK.

On the academic side, several members of staff gained PhD qualifications

To enhance staff development for productivity, efficiency and effectiveness, UNIMA has developed a Performance Management System.

##### (b) Appointments

During the reporting period, the following key appointments were made:

##### *Principals*

Professor Richard Tambulasi, Chanco

Dr. Mwapatsa Mipando, CoM

Professor Ellen Chirwa, Acting Principal, KCN

Professor Grant Kululanga, Poly

##### *Vice-Principals*

Professor Samson Sajidu, Chanco

Dr. Macpherson Mallewa, CoM

Dr. Nancy Chitera, Poly

Dr. Mercy Pindani, Acting Vice Principal, KCN

##### *Administration*

Mr. Ashaine Gawa, Deputy University Registrar

Mr. Henry Chiwaya, University Finance Officer

Mr. Moses Mwenye, College Registrar, Poly

Mr. Chikondi Jenala, College Finance Officer, Poly

Mr. Genezio Mugawa, College Finance Officer, CoM

***Quality Assurance Directors***

Professor Edrinnie Kayambazinthu, Chanco

Dr. Adamson Thengolose, Poly

Dr. Lucy Kululanga, KCN,

Dr. Emma Thomson, CoM

**(c) Promotions to Professorial Rank**

The following were promoted to the rank of full Professor:

Prof. Richard Tambulasi, Chanco

Prof. Address Malata, KCN

Prof. Samson Sajidu, Chanco

Prof. Ellen Chirwa, KCN

Prof. Kamija Phiri, CoM

Prof. Victor Mwapasa, CoM

Prof. James Kamwachale Khomba, Poly

Prof. Wapulumuka Mulwafu, Chanco

Prof. Joseph Mfutso Bengo, CoM

Prof. Blessings Chinsinga, Chanco

**(d) Conferences, Workshops and Seminars**

UNIMA celebrated its landmark Golden Jubilee on 10th October, 2015. Additionally, in the reporting period, it held its first ever Thought Leadership Dialogue, Mid Term Strategic Plan Review Workshop, (Mention CoM conferences), Faculty of Education International conference, Faculty of Humanities International Conference, CODESRIA, and AFRINEAD.

**(e) Staff and Student Welfare**

As part of the process of retaining quality staff members, UNIMA has been revising Conditions of Service in order to retain quality staff members.

A committee on Students Affairs was established in 2014 to enhance students experiences in the University.

### **3.3.2 Infrastructure for Quality Teaching and Learning**

#### **(a) ICT in teaching and Learning**

In line with UNIMA's strategic priority of (quality and relevance), there has been significant improvement of ICT infrastructure to achieve the following outcomes:

- (i) Enhanced interface between students and staff
- (ii) Widened access to higher education through ODL
- (iii) Diversified sources of information and knowledge acquisition

For example at Chanco, there has been automation of various processes as follows: student registration, integration of students records and finances, processing and accessing of examination results, access to Moodle services, enforcement of student regulation, avoidance of human intervention in the allocation of accommodation to eliminate corruption and ensure fairness, reduction of congestion in physical structures through use of Wi-Fi and reduction of errors and processing time in research.

As a way of widening university access, in line with Government Policy, UNIMA has also initiated the development of an Open Distance Learning Policy which will result in high student enrollment.

#### **(b) Academic Support Environment**

As the UNIMA campuses begin to show signs of dilapidation due to longevity of existence, coupled with pressure arising from a high social demand for higher education, the university has embarked upon the process of repairing its existing infrastructure while expanding teaching and learning facilities, to widen access to higher education.

Through support from the Malawi Government, Poly has undergone a facelift. The main campus has been painted, the Technical Education building rehabilitated, the Main Lecture Theatre reconditioned and the Florence House renovated. Additionally, with the support of both the World Bank (WB) and the African Development Bank (ADB), the college is constructing new infrastructure in form of a state of the art Business Centre and new laboratories for the Faculty of Engineering.





*The Polytechnic wearing a new coat of paint*



*The Florence House rehabilitated at The Polytechnic*





*The Main Lecture Theatre at The Polytechnic rehabilitated*



*Laboratories under construction at The Polytechnic*

Benefitting from financial support provided by Government, Chanco has been able to repair its dilapidated library, classrooms and laboratories. Furthermore, with the assistance from WB and the ADB, it has also built new laboratories for the Faculty of Science and an Information Communication Technology Complex.





*Chanco Library with new chairs and a new user-friendly floor*



*A lecture room at Chanco undergoing rehabilitation*





*Classroom showing new door with a protective layer of trellis pattern for security*



*Laboratory under construction at Chanco*





***ICT Building under construction at Chanco***

Likewise, through Government funding, KCN, CoM and the University Office have rehabilitated their infrastructure.



***Mount Pleasant Clinic of the College of Medicine when undergoing rehabilitation***





*Kamuzu College of Nursing, Lilongwe Campus*



*Kamuzu College of Nursing, Blantyre Campus*

### ***Library Resources***

Over the period 2014-2016, UNIMA made significant strides towards improving its Library resources. It subscribed to online journals, supplementing the hard copies and moved towards Wi-Fi on all its campuses and broadband connectivity.





*Kamuzu College of Nursing Students treating themselves to Wi-Fi*



*The magnificent College of Medicine Library*

## 3.4 GOVERNANCE AND MANAGEMENT

### 3.4.1 Achieving Efficiency and Effectiveness

To improve efficiency and effectiveness in the operations of the University, there are several activities that are being reviewed: (a) the review of the University of Malawi Act; (b) functional review; (c) performance management system; (d) developed unit cost.

Following such reviews, UNIMA Council approved the Unit Cost Report and therefore used the findings to increase the fees of various categories of undergraduate students effective 2016/17 financial year.

### 3.4.2 Risk Exposure, Monitoring and Evaluation

## REPORT ON RISK EXPOSURE, EVALUATION AND MANAGEMENT



**Professor Alfred Dailex Mtenje**

The University of Malawi, UNIMA, like any other higher education institution of the 21st century, is exposed to strategic, operational, reporting and compliance risks emanating from its size, complexity and decentralization. Enterprise risk can be defined as any factor that impacts an institution's ability to achieve its objectives.

The University places a high premium on good organisational governance anchored in effective and efficient enterprise risk management (ERM). As evidence of commitment to strategic ERM, the University included the development of an integrated and embedded risk management policy/framework in its 2012-17 Strategic Plan. The ERM Programme will support the University's strategic management processes in all strategic business units to facilitate identification of risks and management of the same, as much as possible, at their source.

UNIMA believes that ERM serves as a pillar of support for the institutional management processes, as operational risks are captured on a continual



basis on risk registers for record keeping and management oversight purposes. Operational risks would thus be linked, as far as is reasonably possible, to the overarching strategic focus in order to promote a risk management programme which supports strategy.

Meanwhile, UNIMA pays consistent attention to the formulation of creative policies to mitigate and/or exploit significant exposures to risk. Some of the key policies that have been implemented over the period include Quality Assurance and Enhancement, Performance Management and Postgraduate. Sooner than later, ICT, Staff Training and Development, Intellectual Property, Conditions of Service, Internationalization and Whistle Blowing policies will be operationalised.

Irregularities or instances of non-compliance with laws, regulations, policies and procedures are seen in a serious light and are dealt with appropriately. Therefore, wherever risks or shortcomings in the system came to light during the reporting years, control measures were evaluated and improved to effectively mitigate the deficiency. Council of the University provides oversight over accountability and transparency through its independent Audit Committee. The Committee fulfills its responsibilities largely through internal and external auditors who functionally report to it.

UNIMA leadership therefore assures its stakeholders that officers of the University and its campuses will continue to play a vital role in the risk management agenda.

**Professor Alfred Dailex Mtenje PhD. (Ling)**  
**PRO-VICE CHANCELLOR**



## 3.5 FINANCE AND RESOURCE MOBILISATION

### OVERVIEW



**Mr. Henry Chiwaya**

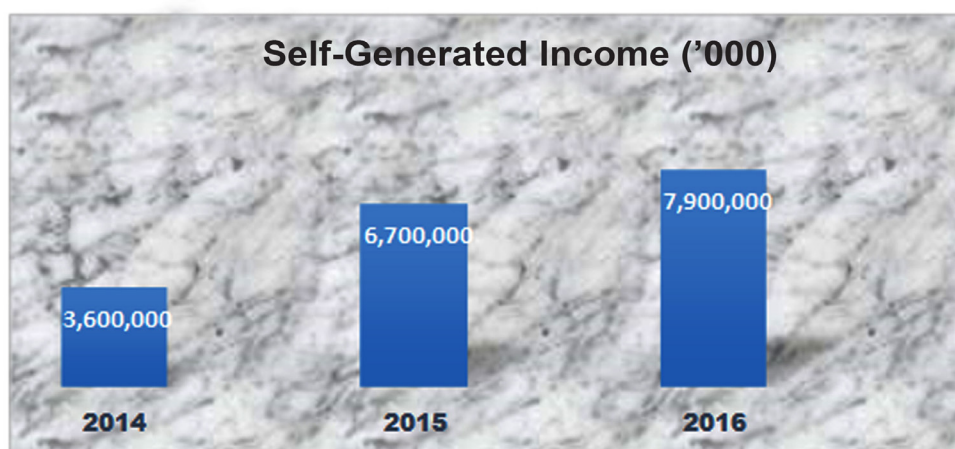
To realise strategic pillar 5, Finance and Resource Mobilisation, the University of Malawi embarked on 'Attainment of operational self-sustainability' as one of its five strategic priorities with 'Improved self-generated income proportion of recurrent budget' and 'Improved effectiveness and efficiency of financial management' as its two main strategic outcomes. The expected key outputs are (i) Implementation of fees towards full recovery of tuition costs, (ii) Establishment of a University Trust Fund, and (iii) Capacity (proficiency and numbers) review of the finance function.

On the other hand, the Teaching and Learning strategic priority includes growing of student numbers from 8700 to 17500 by 2017. The doubling of student numbers, while maintaining and improving quality teaching and research supervision, is dependent upon substantive infrastructure developments. Achievement of infrastructure development targets, combined with significant staff development, would also catalyse economies of scale to make the University more cost-effective in its delivery of excellence in tertiary education. It is against this background that UNIMA had a mix of finance and resource mobilisation sources, both internal and external, as described below.

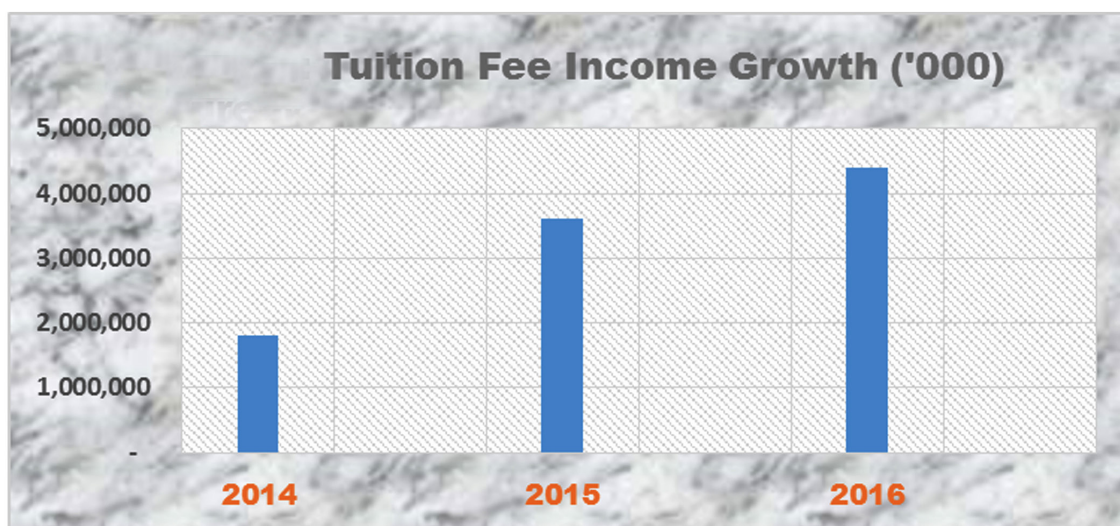
#### **Income/resource portfolios**

As a public university, UNIMA's main sources of funding are Government subvention, internally generated funds, competitively obtained grants and donor contributions, and the private sector. Over the reporting period, Government subvention accounted for 70% of UNIMA's revenue budget. But, as show the figures for self-generated income and for the fee income

growth, tutuition fees accounted for 20% against 10% for self-generated income.



The key strategic intervention to facilitate tuition fee recovery and improve fee income was the scientific determination of unit cost – all cost-drivers for training a student for a year were costed and aggregated to come up with economic fees. The fees will be charged progressively over time effective 2016/17 financial year at 12% and 25% for government sponsored and self-supported students respectively. Similarly, a UNIMA Trust Fund has been duly incorporated to commercially accelerate generation of own-income and mobilisation of other resources.



For both (self-generated income and tuition fee income growth) The figures indicate potential for growth.

## Infrastructure development funding

Government provided over K2b for infrastructure rehabilitation and cooperating partners also made available significant contribution to this. These include African Development Bank HEST project, World Bank Skills Development project and WASHTED. The donor funds have, apart from face-lifting the University, addressed some of infrastructural challenges UNIMA has been grappling with. In addition to the foregoing, Public Private Partnerships (PPP) arrangements were embarked on largely for construction of girls' halls of residence and are nearing completion.

Being a public university bound to the Public Finance Management Act, coupled with the framing of Section 10 of the UNIMA Act, the University cannot conveniently raise debt capital and its equity does not include share capital. The incorporated UNIMA Trust Fund is therefore capable of raising debt and share capital for ploughing into viable investment opportunities both locally and abroad thereby widening the resource base of the University.

## Expenditure configuration

About 80% of the Government subvention is utilized for emoluments and 20% defrays students living expenses while all operational expenses are funded by self-generated income. UNIMA is a labour-intensive institution therefore emoluments will remain its major revenue expenditure driver.

## Enhancement of financial management function

What follows is an account of realised outputs towards the 'Improved effectiveness and efficiency of financial management' strategic outcome:

- (a) A capacity (proficiency and numbers) review of the Finance Function was conducted and the resultant recommendations will be implemented in 2016/17 financial year.
- (b) Populated holders of professional accountancy qualifications and masters degrees. Pursuant to the outcome, four out of five heads of centre have masters degrees either in finance or business administration; and three of the five are chartered accountants holding Association of Certified Chartered Accounts (ACCA), or Chartered Institute of Management Accountants (CIMA).
- (c) Middle and top managers of the Finance Function attended a workshop on Programme Based Budgeting organised by the Ministry of Finance and Economic Planning. Implementation of the new budgeting approach commences in 2016/17 financial year. The University Finance Officer attended a conference on management of higher education institutions, in Mozambique, organised by the Association of African Universities.



The above synopsis provides reasonable assurance that the University will attain operational self-sustainability not in the distant future. Financial management in UNIMA is, and will continue to be, anchored in the principles of stewardship, accountability, transparency, consistency, integrity, non-deficit financing and standard documentation.

