



**A
REPORT ON
DE-LINKING OF THE CONSTITUENT COLLEGES
OF
THE UNIVERSITY OF MALAWI**

**By
Taskforce on de-linking of UNIMA Colleges**



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Acknowledgements

The Taskforce on De-Linking of the Constituent Colleges of the University of Malawi (UNIMA) would like to sincerely thank the State President of the Republic of Malawi His Excellency, Professor Arthur Peter Mutharika, who, in his capacity as the Chancellor of UNIMA, appointed members of the Taskforce and entrusted them with the responsibility of developing plans, strategies, tools and recommendations to guide the process of delinking the constituent colleges and transforming them into fully fledged universities. The support the Taskforce received from His Excellency was invaluable; and greatly contributed to the successful accomplishment of its mandate.

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ACRONYMS/ABBREVIATIONS

ACE	American Council on Education
BIUCHEO	British Inter-University Council on Higher Education Overseas
BSc	Bachelor of Science
Chanco	Chancellor College
CoM	College of Medicine
CSEC	Civil Society Education Coalition
CSOs	Civil Society Organizations
DHRMD	Department of Human Resource Management and Development
DVC	Deputy Vice Chancellor
HESLGB	Higher Education Students Loans and Grants Board
HR	Human Resource
ICT	Information Communication Technology
JCU	John Chiphangwi University
Kauni	Kamuzu University of Nursing
KCN	Kamuzu College of Nursing
LUANAR	Lilongwe University of Agriculture and Natural Resources
MIM	Malawi Institute of Management
MoA	Memoranda of Agreement

MoEST	Ministry of Education, Science and Technology
MoHP	Ministry of Health and Population
MoUs	Memoranda of Understanding
MUBAS	Malawi University of Business and Applied Sciences
MUHES	Malawi University of Health Sciences
MSc	Master of Science
MUST	Malawi University of Science and Technology
MZUNI	Mzuzu University
NAO	National Audit Office
NCHE	National Council for Higher Education
ODL	Open Distance Learning
OPC	Office of the President and Cabinet
PAUS	Parents Association of University Students
PAYE	Pay As You Earn
PhD	Doctor of Philosophy
Poly	The Polytechnic
PSRC	Public Sector Reforms Commission
QA	Quality Assurance
SADC	Southern Africa Development Community
TEVET	Technical, Entrepreneurial and Vocational Education and Training

ToRs	Terms of Reference
TU	Transitional Unit
TUC	TU Coordinator
UNIMA	University of Malawi
UNIMED	University of Malawi Medical Scheme
USA	United States of America
VC	Vice-Chancellor

EXECUTIVE SUMMARY

In November 2017, the President of the Republic of Malawi, His Excellency Professor Arthur Peter Mutharika, in his capacity as Chancellor of the University of Malawi (UNIMA), appointed a Taskforce to develop a plan, strategies and tools for de-linking the four (4) constituent colleges of UNIMA and transform them into fully fledged public universities. This was in response to a request made to the Chancellor by the UNIMA Council. The Council reached this decision following a recommendation from the colleges through the UNIMA Senate.

In order to successfully execute its mandate, the Taskforce adopted a multi-pronged consultative and client-focused approach. It carried out extensive consultations with UNIMA Colleges and key stakeholders from the public and private sectors. A variety of tools and approaches were employed during the data gathering and analysis processes. Two key themes emerged out of the data analysis. These were:

- i. De-linking of the constituent colleges; and
- ii. Establishment of fully fledged universities.

Essentially, all the stakeholders consulted unanimously agreed that the constituent colleges should be de-linked from UNIMA and three fully fledged universities should be established. They were also unanimous in recommending that the universities should be re-engineered to be responsive to the challenges of the 21st century in line with the country's socio-economic priorities and development agenda.

The report recommends that three fully fledged universities be established out of the four constituent colleges as follows:

- i. Chancellor College should become the University of Malawi;
- ii. The Polytechnic should become the Malawi University of Business and Applied Sciences (MUBAS); and

- iii. The College of Medicine and Kamuzu College of Nursing should merge and become the Malawi University of Health Sciences (MUHES).

As part of its mandate, the Taskforce developed three bills, submitted under separate cover, to implement this recommendation. The proposed bills are:

- i. University of Malawi Bill, 2018;
- ii. Malawi University of Business and Applied Sciences Bill, 2018; and
- iii. Malawi University of Health Sciences Bill, 2018.

The report further recommends that each of the new universities should identify a niche which best suits its strengths and design and deliver programmes that are distinct from the others to avoid duplication. To increase access to higher education and improve quality of education, the report further recommends the expansion of teaching, learning and research infrastructure and adoption of open distance learning (ODL) modalities.

The Taskforce further recommends that mechanisms should be introduced for improved management of industrial relations which often leads to frequent closures of the university. This is vital for upholding academic calendars and improving the reputation and image of the universities. To this effect, the report recommends the establishment of a proactive grievance handling mechanism that fosters prevention, amicable and timely settlement of disputes. In the same vein, the report recommends establishment of an independent Arbitration Tribunal chaired by a retired Judge to expeditiously resolve conflicts that cannot be settled through negotiation, conciliation and mediation.

Furthermore, the report recommends the introduction of competitive selection processes for identifying talent to fill senior management positions such as Executive Deans and Heads of Department on fixed term contracts. Each university should have a lean Executive leadership in line with student enrolment numbers. The incumbents should be equipped with the requisite managerial and leadership competencies through the implementation of relevant training and continuous capacity development interventions in order to discharge their duties in a more efficient and effective manner.

A robust performance management system, using a Balanced Score Card¹, is recommended to enhance performance evaluation and accountability at both institutional and individual levels and a culture of rewarding good performance and sanctioning unsatisfactory performance.

To improve ranking and reputation of the universities, a culture of research and publication should be enhanced amongst teaching staff through development and enforcement of appropriate policies, systems and incentives. Aligned with this recommendation is the urgent need for the development and execution of multifaceted strategies for increasing the number of postgraduate students, foreign students and teaching and research expatriates.

The report recommends that all current students should continue to study under prevailing terms and conditions and graduate as UNIMA graduates. Current college personnel, Memoranda of Understanding (MoUs) and Memoranda of Agreement (MoAs), assets and liabilities should be transferred to the relevant university. Infrastructure at the University Office should be transferred to the new UNIMA.

¹ Is a strategic planning and management system that organisations use to communicate what they are trying to achieve, align day to day work that everyone is doing with strategy, prioritise projects, products and services and measure and monitor progress towards strategic targets

The report also recommends the development and implementation of multi-pronged resource mobilisation strategies for financing the universities. It also advocates for enhanced budgetary support by government to the Higher Education Students' Loans and Grants Board (HESLGB). To enhance financial accountability and prudent utilisation of resources, strict compliance with statutory governance instruments should be enforced.

In addition, the fully fledged universities should mainstream quality assurance in all their programmes, operations and practices. They should be registered and accredited by the National Council for Higher Education (NCHE) within the first year of operation and strictly adhere to minimum standards as stipulated by NCHE.

Finally, the Taskforce recommends that a TU should be established under the Ministry of Education Science and Technology (MoEST) to follow-up on all the outstanding and emerging transitional issues within the three-year transitional period. The Unit should be housed in the current University Office building.

In order to guide the implementation of these recommendations, the Taskforce has developed a detailed Action Plan as presented in Table 10.

1.0 INTRODUCTION

In November 2017, the President of the Republic of Malawi His Excellency, Professor Arthur Peter Mutharika, in his capacity as Chancellor of the University of Malawi, appointed a Taskforce to develop a plan, strategies and tools for de-linking the four (4) constituent colleges of the University and transform them into three (3) fully fledged public universities. These colleges are: Chancellor College (Chanco), College of Medicine (CoM), Kamuzu College of Nursing (KCN) and The Polytechnic. The Taskforce comprises twelve (12) members; 8 appointed, 3 ex-officio and 1 co-opted. The names and details of the Taskforce members are presented in Appendix 1.

The Taskforce commenced the assignment within the month of February 2018; approximately three (3) months after the names of the Taskforce members were announced by Government. The Taskforce met for their first meeting on 8th February 2018. The objective of this meeting was to understand the Terms of Reference (ToRs) for the de-linking exercise and agree on the key stakeholders to be consulted in the de-linking process as well as develop a roadmap for undertaking this important and challenging exercise.

The Taskforce was initially mandated to complete the de-linking exercise within a six (6) months' timeframe from the date of its inception. Implementation progress stalled for four (4) months from March to July 2018, due to budgetary constraints. Despite the initial funding challenges the Taskforce proceeded to successfully complete the assignment within the months of August and September 2018 when funding was made available.

The de-linking process is a UNIMA Council initiative financed by the Government of Malawi, as part of its Public Sector Reforms Programme.

Central to this commitment is the need to de-link the four (4) constituent colleges and transform them into fully fledged universities with a view to, among others:

- Increasing access to higher education by the Malawian populace;
- Improving the quality of higher education in Malawi; and
- Improving governance and operational efficiency and effectiveness of public universities in the country.

Through a coherent package of legislative reviews, increased investments in institutional development and modernisation of learning facilities, improved governance and human resources management, infrastructural development, results-based financial allocation, programme expansion and other strategic interventions, the de-linking process is expected to rapidly increase annual intake and student enrolment levels at the new public universities from the current 15, 227 in the 2018/19 academic year to an estimated 57,520 students by the 2024/2025 academic year.

1.1 Structure of the Report

In addition to the introduction, this report is structured as follows:

- **Section 2:** Presents the background to the de-linking assignment and a brief historical background to the University of Malawi;
- **Section 3:** Presents the Terms of Reference (ToRs) for the Taskforce;
- **Section 4:** Presents the technical approach and methodology adopted by the Taskforce to successfully address the ToRs;
- **Section 5:** Presents the limitations and/or implementation challenges faced during the initial phases of the assignment;
- **Section 6:** Presents key findings;
- **Section 7:** Presents a detailed analysis and discussion of the findings;

- **Section 8:** Presents recommendations; and
- **Section 9:** Contains the conclusion.

The report has five appendices as follows:

- **Appendix 1:** Names and details of the Taskforce members;
- **Appendix 2:** List of institutions consulted by the Taskforce during data gathering exercise;
- **Appendix 3:** List of names of individuals consulted per institution and date of consultation
- **Appendix 4:** Presents a copy of a self-administered questionnaire; and
- **Appendix 5:** Presents a copy of a letter from the Ministry of Health and Population (MoHP) presenting its official position on the merger between KCN and CoM.

2.0 UNIMA HISTORICAL BACKGROUND AND THE TASK FORCE ASSIGNMENT

The University of Malawi (UNIMA) was established following the independence inaugural speech by the then Prime Minister, His Excellency Dr Hastings Kamuzu Banda on 6th July 1964. In his speech, he directed that a University be established in Malawi. The vision and mission of the University were to produce the human resources required by the nation for the development of the economy and train a cadre of professionals to fill vacant positions in private and public sectors of the economy to facilitate the localization process. At that time, there were few Malawians who had University degrees obtained from universities outside the country, such as the United States of America (USA), the United Kingdom, India, South Africa, Nigeria, Ghana, Uganda and Zimbabwe. During this period, universities on the African Continent were affiliated to overseas universities for quality assurance.

The then Prime Minister invited two commissions: one from the USA Universities, the American Council on Education (ACE) and the other from the British Commonwealth Universities, the then British Inter-University Council on Higher Education Overseas (BIUCHEO). The two commissions were to independently advise the new Malawian Government on the feasibility of establishing a sustainable university in Malawi. This led to the founding of the University of Malawi in October 1965 under the University of Malawi Provisional Council Act of 1964, which was later repealed and replaced by the University of Malawi Act of 1975. Subsequently, the first Vice-Chancellor, Dr Ian Michael from Bristol University in the United Kingdom was appointed.

UNIMA was established in 1965. It was initially based at the old Indian Secondary School premises at Chichiri in Blantyre. A provisional Council

was formed which opted for a federal system of operating the University. UNIMA subsequently comprised three colleges as follows: UNIMA at Chichiri in Blantyre, which offered liberal arts; the Polytechnic also at Chichiri in Blantyre, which offered apprenticeship courses; and Bunda College of Agriculture in Lilongwe, which joined UNIMA in 1967 and was initially awarding certificates. Bunda evolved from Colby College of Agriculture which was essentially offering agricultural extension courses.

Successively, two institutions both of which were awarding certificates, namely, the Institute of Law and Public Administration based at Mpemba in Blantyre and Soche Hill Teachers Training College based at Soche Hill in Blantyre, were merged with UNIMA at Chichiri Campus to form Chancellor College. The new UNIMA subsequently moved to a new campus in Zomba in 1973.

Afterwards, the National School of Nursing which was established in 1965 in Blantyre for the purpose of training nurses and midwives and was awarding certificates, was incorporated as the fourth constituent college of the University of Malawi in 1979. The new college was named Kamuzu College of Nursing and started offering diploma programmes.

Finally, the College of Medicine was established in Blantyre in 1991 and became the fifth constituent college of the University of Malawi. Thus, during the period of 1965 – 1995 the Federal Management of UNIMA was highly centralised and this led to the emergence of the University Office in Zomba whose major task was to coordinate and control the constituent colleges.

Following the advent of multiparty politics in 1994, the UNIMA Council noted that participatory decision making would resonate well with the democratic dispensation. Consequently, the Malawi Institute of

Management (MIM) was commissioned in 1996 to undertake a Reform Study of UNIMA, to determine how best the University could run. The MIM report recommended several options on how best the University could be run. Some of the recommendations from the MIM report included decentralisation or devolution of powers from the centre to the periphery, outsourcing and numerous academic reforms, leaving the powers of strategic planning, policy formulation, monitoring, evaluation and general oversight to the University Office. UNIMA Council adopted the recommendations of MIM's report in 1997 but resolved that implementation of some of the recommendations required re-evaluation based on a review of the UNIMA Act. The draft amendment of the Act which incorporated the MIM report recommendations was completed in 2004. However, efforts to pass the amendments stalled due to the action of the staff union which petitioned the withdrawal of the Bill for further review.

Over the years, the 4 constituent colleges of UNIMA expanded considerably, and started agitating for fully fledged existence. This agitation was further strengthened by the change in government funding model, and the assumption of more managerial and operational functions by the individual colleges arising from the implementation of the MIM report. Furthermore, the successful de-linking of Bunda college from UNIMA to form Lilongwe University of Agriculture and Natural Resources (LUANAR), escalated the impetus for de-linking.

In 2014, His Excellency, Professor Arthur Peter Mutharika created the Public Sector Reform Commission (PSRC) to foster accountability, efficiency and effectiveness in the public sector. UNIMA, as one of the public institutions, appeared before the PSRC three times and each time the issue of splitting the University surfaced. The PSRC wondered why UNIMA did not propose this as one of its areas for reform and also

advised UNIMA to engage its Council on this matter. The probe from PSRC ignited further excitement in the colleges to de-link UNIMA. The PSRC approved three sets of reform for UNIMA as follows:

- (a) Improvement of enabling legal framework;
- (b) Expansion of the financial resource base for the University; and
- (c) Enhancement of foresight and strategic planning and re-positioning of the University after 50 years.

The colleges continued to press the University Office for autonomy. This issue was eventually tabled and discussed at UNIMA Senate. Consequently, the UNIMA Senate resolved that it was necessary to de-link UNIMA. It was the view of Senate that de-linking the UNIMA constituent colleges would enable each of the colleges to become a fully fledged university. UNIMA Senate presented its resolution to the UNIMA Council and requested their consideration of the matter. The UNIMA Council approved the request of Senate to have UNIMA de-linked. However on names of the new universities, the UNIMA Council resolved that Chancellor College should retain the name University of Malawi while the others come up with new names. The UNIMA Council recommended to Government through the Ministry of Education, Science and Technology (MoEST) that UNIMA be de-linked and that each of the constituent colleges be established as a fully fledged university. The Government approved the recommendation from the UNIMA Council.

Subsequently, each constituent college was requested by the UNIMA University Office to form a Taskforce to oversee the process of de-linking of their college from UNIMA and preparing for attainment of fully fledged university status. Each college conducted a thorough analysis of its existing situation in respect of the requirements for de-linking and establishing a fully fledged university. The constituent colleges proceeded

to consult their partners and stakeholders. The College of Medicine managed to obtain pledges for financial support from its partners and donors to commence its preparations towards becoming an independent university.

Documents made available to the Taskforce indicated that College of Medicine and Kamuzu College of Nursing had held some preliminary discussions on a possible merger. However, Kamuzu College of Nursing was not in favour of the merger.

The UNIMA Council recommended to the Chancellor the establishment of an independent Taskforce. The State President, His Excellency, Professor Arthur Peter Mutharika, in his capacity as Chancellor of UNIMA, appointed a Taskforce. The names of the Taskforce members were announced in November 2017. The specific terms of reference for the Taskforce are presented in Section 3.

3.0 TERMS OF REFERENCE (ToRS)

The Terms of Reference **(ToRs)** for the Taskforce are reproduced as follows:

- i. Review the current UNIMA Act and draft a bill aimed at de-linking the Polytechnic, Kamuzu College of Nursing, and College of Medicine and reflecting the current trends in the management of modern universities;
- ii. Prepare draft bills to be turned into Acts leading to creation of new universities resulting from the de-linking cited above and facilitate parliamentary enacting of the said bills;
- iii. Prepare a roadmap detailing the steps and actions to be undertaken in the process of de-linking;
- iv. Resuscitate technical committees which once existed when Chancellor College was supposed to be merged with Domasi College; The Polytechnic with the Malawi College of Accountancy; College of Medicine with the clinical component of the Malawi College of Health Sciences; and Kamuzu College of Nursing with the nursing wing of the Malawi College of Health Sciences to serve as sources of critical information to be borne in mind when de-linking colleges and merging them with new entities;
- v. Guided by what it could have learnt from college technical committees and from its inevitable interaction with central office coupled with good practices obtained elsewhere on the globe make recommendations to Council of the University of Malawi on what possible mergers could be made to sustain the operations of the new universities;
- vi. Undertake wide consultations leading to identification of possible names of the proposed universities;

- vii. Develop governance and managerial structures, systems, processes and procedures to assist the new universities to operate effectively and efficiently at a time when they are asked to do more with less as access to higher education is being widened due to its being a public good;
- viii. Make recommendations to Council of the university of Malawi on how best the current University Office infrastructure, equipment and its personnel can be utilised;
- ix. Come up with new Council compositions that have 40% representation drawn from executive members and 60% from non-executive members as is the current practice in higher education and recommend to the appointing authority possible Council members and the knowledge and skills mixture they should possess;
- x. Drawing from the concerns stakeholders have been levelling against UNIMA in its present form explore ways of addressing those concerns by learning from good practices currently obtaining in the region and beyond with the intention of making relevant recommendations to Council for its consideration and onward transmission to Government; and;
- xi. Carry out any other unforeseen but necessary functions as properly requested by Government and UNIMA Council in the course of the Taskforce's existence.

4.0 TECHNICAL APPROACH AND METHODOLOGY

In order to address the Terms of Reference (ToRs) in the most comprehensive, cohesive and consistent manner, the Taskforce adopted a multi-pronged consultative and client-focused process. The data collection exercise included a combination of traditional research methods and other field tested approaches to information gathering. A variety of tools were employed during the data gathering process. For quantitative data, the primary source data was gathered through consultations with the University Office and constituent colleges of UNIMA including LUANAR, representatives of student unions, and officials from selected central government ministries and departments, i.e., Ministry of Education, Science and Technology (MoEST), Ministry of Health and Population (MoHP) and Department of Human Resource Management and Development (DHRMD). Other key stakeholders consulted included Civil Society Education Coalition (CSEC), Parents Association of University Students (PAUS), National Council for Higher Education (NCHE), and the Office of the Ombudsman. A comprehensive list of the institutions and names and details of the individuals that were engaged by the Taskforce during the data gathering exercise is presented in Appendices 2 and 3 respectively.

The field missions were preceded by a detailed examination of reports and desk reviews that included the Public Sector Reforms Commission and the Rationalization Committee reports, Acts of Parliament for UNIMA, LUANAR, MUST and Mzuzu University (MZUNI) and minutes of meetings on UNIMA reforms covering all the four (4) constituent colleges. Qualitative data was collected using self-administered questionnaires designed by the Taskforce as presented in Appendix 4. Data collected from the constituent colleges was captured and/or documented around key issues highlighted in the questionnaires which the Taskforce had sent out in advance of the consultative meetings.

Prior to conducting the consultative meetings with the colleges and University Office, the Taskforce undertook a review of the Minimum Standards for Higher Education Institutions published by National Council for Higher Education (NCHE). These standards were used as an important yardstick or parameter for evaluating the readiness of each college for attaining a fully fledged university status.

The Taskforce used established qualitative methods for analysing the data obtained from the institutions and individuals consulted, by drawing out themes underlying the discussions.

Key themes under the two (2) broad themes of *De-linking of the Universities* and *Establishment of the New Universities* included the following:

1. Delinking Process

- i. Issues that need to be taken into account during the de-linking process;
- ii. Timeframe required for transition of colleges from UNIMA;
- iii. Legally binding arrangements with partners or collaborators;
- iv. Assets and Liabilities;
- v. Financial Status of each constituent college;
- vi. Staff complement; and
- vii. Student bodies

2. Establishment of New Universities

- i. Naming of the University;
- ii. Proprietor;
- iii. Governance;

- iv. Academic programmes;
- v. Infrastructure;
- vi. Resourcing;
- vii. Quality assurance; and
- viii. The future of the University Office.

As regards ToR (iv) in Section 3 of this report, the Taskforce reviewed the reports of the technical committees and noted that the committees had concluded their work on this important subject matter. The recommendations of the committees were discussed by the Malawi Public Universities Working Committee which in turn submitted them to Ministry of Education, Science and Technology for implementation.

On ToR (ix), regarding the recommendation of possible Council members for appointment, the Taskforce resolved that the proposed names will be submitted to Government under a separate cover.

5.0 LIMITATIONS

The Taskforce was duly constituted and mandated to undertake the task of de-linking the constituent colleges of UNIMA and establishing fully fledged universities as directed by the State President. Overall, implementation of the de-linking exercise proceeded smoothly. However, the Taskforce experienced some challenges in the course of the execution of this important assignment. These included:

- a) Budgetary constraints which led to some implementation delays as presented in the introductory section of this report;
- b) Submission of incomplete questionnaires by some respondents, delayed submission and non- responsiveness of some respondents; and
- c) Lack of international bench-marking.

Despite these challenges, all efforts were made by the Taskforce to ensure that the assignment is concluded successfully and that the core objectives of the assignment are accomplished in the most efficient, effective, consistent and professional manner.

6.0 KEY FINDINGS

This section presents the key findings of the assignment in respect of two (2) broad themes of de-linking of the constituent colleges of UNIMA and establishment of fully fledged universities.

6.1 De-linking Process

Main issues that need to be taken into account during the de-linking process include the following:

6.1.1 Timeframe required for transition of colleges from UNIMA

The time frame required for transition ranges from six (6) months to three (3) years. Except for the CoM which indicated that it was ready to transition to a fully fledged university status immediately, the rest of the colleges stated that they would be ready after 6 months. Students mentioned that a transition period of between one and two years should be allowed for the colleges to de-link and attain a fully fledged university status. Other stakeholders felt that the colleges required more time to transition, at least 3 years.

6.1.2 Legally binding arrangements with partners or collaborators

All the constituent colleges indicated that they had legally binding arrangements with partners or collaborators at local and international levels such as Memoranda of Understanding (MoUs), Memoranda of Association (MoAs), contracts with other universities and organisations. All the four constituent colleges indicated that these arrangements would *not* be affected by the de-linking process, especially those they signed as individual colleges. However, for those partnerships signed for by the University Office necessary procedures would have to be taken to change the collaborating arrangements. This could be facilitated by inclusion of the matters in the new Act or statutes. In the case of contracts, the respondents noted that these would have to be reviewed and transferred

to the new universities. Table 1 presents local and international partnerships that the colleges and University Office have.

Table 1: *Local and international partnerships under UNIMA constituent colleges and University Office*

Institution	Local/International Partnerships
Chancellor College	24
College of Medicine	54
KCN	5
Polytechnic	15
University Office	15
Total	113

6.1.3 Assets, Liabilities and Intellectual Property

All the constituent colleges indicated that they had a record of assets and liabilities. These include land, office blocks and office equipment, teaching and learning blocks, learning equipment and facilities, research centres, residential properties, motor vehicles, partnerships and memoranda of understanding. The specific details of the actual types and quantities of assets were not provided. However, CoM indicated that it had an up-to-date record of assets as at December 2017. The other institutions indicated that their records were two or three years behind. However, they assured the Taskforce that action would be taken to ensure speedy verification of all assets and liabilities with the help of the National Audit Office and other stakeholders. Regarding land, the existing number of plots and title deeds under the UNIMA constituent colleges and the University Office are presented in Table 2.

Table 2: *Number of plots and available title deeds under UNIMA constituent colleges and University Office*

Institution	Number of plots	Number of plots leased	Number of plots without title deeds	Remarks
Chanco	126	7	119	
CoM	8	0	8	Land under Ministry of Health
KCN	7	3	4	Land under Ministry of Health
Poly	25	8	17	
University Office	18	2	16	
Total	184	20	164	

Note: *In some cases one title deed covered multiple plots.*

The institutions also have liabilities in the form of bank loans, overdrafts, creditors and arrears for statutory obligations such as taxes, levies, University of Malawi Medical Scheme (UNIMED) bills and premium contributions. Other liabilities may arise out of the outstanding 85 court cases.

In addition to the assets and liabilities qualified above, colleges have publications, patents and trademarks (intellectual property) which were obtained under UNIMA. However, the breakdown of this intellectual property was not shared with or provided to the Taskforce during the data gathering exercise.

6.1.4 Financial Status of each constituent college

The College of Medicine indicated that it had an up to date audit report whereas the other colleges, including the University Office, lagged behind by one to three years.

Regarding liquidity ratios, the three colleges i.e. College of Medicine, Chancellor College and The Polytechnic, presented good liquidity ratios ranging from 2.6:1 to 7:1. Kamuzu College of Nursing, however, had a liquidity ratio of 1.8:1.

The findings of the Taskforce indicated that all the four Colleges and University Office are heavily indebted as per Table 3.

Table 3: *Liabilities as at 30th June 2018 Pre-Audit*

Institution	Liabilities (MK)
Chanco	1, 109, 348, 000
CoM	1, 382, 085, 000
KCN	736, 800, 000
Poly	1, 782, 606, 000
University Office	88, 678, 000
Total	5, 099, 517, 000

The findings of the Taskforce also reveal that the college management has no access to the income generated by some departments and faculties within the college. Consequently, college management resorts to expensive bank overdrafts and loans to meet some of their operational obligations. Table 4 presents the current budget for each college, including the University Office.

Table 4: *Approved budget for 2018/2019 for constituent colleges and University Office*

Cost Centre	Approved Estimates in Malawi Kwacha
Chancellor College	20,447,341,135
College of Medicine	9,428,714,807
Kamuzu College of Nursing	5,561,179,924
The Polytechnic	13,410,980,302
University Office	2,690,252,822
TOTAL	51,538,468,990

6.1.5 Staff complement

Local Staff

University Office

The University Office is headed by the Vice-Chancellor. He is assisted by fifty one (51) other employees including the Pro-Vice Chancellor. The fifty two employees are deployed mainly under the institution's four main departments: Academic headed by the Pro-Vice Chancellor; Administration headed by the University Registrar; Finance headed by the University Finance Officer; and Internal Audit headed by the University Internal Auditor.

Currently, the Vice-Chancellor and the Pro-Vice Chancellor are on month to month contracts following the expiry of their previous contracts in 2017.

Chancellor College

Chancellor College is headed by a Principal. It comprises the following departments: the Academic headed by the Vice-Principal; the Library headed by the College Librarian; the Administration headed by a College Registrar; Finance headed by College Finance Officer. The Academic department also comprises five faculties headed by Deans. The Faculties are: Education, Humanities, Law, Science, and Social Sciences. At the time of consulting, in February, 2018, the college had five hundred fifty one (551) employees. Of the 551 employees, 270 are academic members of staff. Out of these, 124 have PhDs, 121 Masters and 25 Bachelors degrees. Of those with a Masters Degree, 38 are studying for a PhD while 9 out of the 25 Bachelors group are pursuing Masters degree programmes.

Chancellor College has an enrolment of 5,374 students with a Lecturer to Student ratio of 1:18.

College of Medicine

The College of Medicine is headed by a Principal. It comprises the following departments: the Academic headed by the Vice-Principal; the Library headed by the College Librarian; the Administration headed by a College Registrar; Finance headed by College Finance Officer. The Academic department comprises two faculties headed by Deans. The Faculties are: Clinical Medicine, Public Health and Biomedical Sciences.

At the time of consulting, in February, 2018, the College of Medicine had 346 employees and an enrolment of 1,597 students.

Of the 346 staff members, 167 are academic members of staff. In terms of seniority, the College has 7 Professors, 12 Associate Professors, 26 Senior Lecturers, 82 Lecturers, 15 Assistant Lecturers and 20 Associate Lecturers. Staff to Students ratio of the College is 1:10.

Kamuzu College of Nursing

Kamuzu College of Nursing is headed by a Principal. It comprises the following departments: David Livingstone Maternity Clinic headed by an Administrator, the Academic headed by the Vice-Principal; the Library headed by the College Librarian; the Administration headed by a College Registrar; and Finance headed by College Finance Officer. The Academic has two (2) faculties headed by Deans. The Faculties are: Nursing and Midwifery, and Neonatal Reproductive Health.

At the time of consulting, the college had 238 employees. Of these, 107 are academic staff. There are 28 PhD holders; 56 Masters degree holders and 23 Bachelors degree holders. Of the 56 Masters degree holders, 13 are pursuing PhD studies and 6 of those with a Bachelors degree are studying for Masters degrees. In terms of seniority, currently KCN has 2 Professors, 9 Associate Professors, 22 Senior Lecturers and 53 Lecturers, 1 Associate Lecturer and 20 clinical instructors. KCN has a student enrolment of 2,300 with full time Lecturer to student ratio of 1:5.

The Polytechnic

The Polytechnic is headed by a Principal. It comprises the following departments: the Academic headed by the Vice-Principal; the Library headed by the College Librarian; the Administration headed by a College Registrar; and Finance headed by the College Finance Officer. The Academic department comprises five faculties headed by Deans. The Faculties are: Applied Sciences, Commerce, Built Environment, Engineering, Education and Media. At the time of consulting, the college

had a total 473 employees. Out of this complement, 258 are academic members of staff. Of the 258 academic staff members, 42 have PhDs, 151 Masters degrees and 65 have Bachelors degrees. Of those with a Masters degree, 23 are currently pursuing PhDs. Again, 30 out of the 65 first degree holders are pursuing Masters degree programmes. The current seniority among academic staff at the Polytechnic is as follows: 2 Professors, 10 Associate Professors, 42 Senior Lecturers, 141 Lecturers and 63 Assistant Lecturers.

The Polytechnic has a current enrolment of 5,956 students. The Polytechnic has 1:12 full time Lecturer to Student ratio, and a 1:20 part-time Lecturer to Student ratio. Table 5 presents a breakdown of staff for each of the five institutions.

Table 5: *University of Malawi staffing level for the five institutions as at February 2018*

No	University Institution	Academic Employees	Support Staff	Total
1	University Office	-	52	52
2	Chancellor College	270	416	686
3	College of Medicine	171	175	346
4	Kamuzu College of Nursing	107	146	253
5	The Polytechnic	267	206	473
	TOTALS	815	985	1800

Expatriates

All colleges had expatriates on their staff establishment. Expatriates in three colleges ranged between 4 and 12. The College of Medicine had the highest number of expatriates at 47. Respondents stated that the positions of expatriates may not be affected by the delinking process

because most of them are on local contracts while others are Peace Corp Volunteers.

Consultations with Parents Association of UNIMA Students (PAUS) established that the academic calendar interruption is caused by indiscipline among staff members; lack of contact and dialogue whenever there are disagreements and lack of dedication to duty by lecturers and support staff.

The following were observed on staff matters when the Taskforce consulted the University Office. These also feature in the UNIMA Strategic Plan as weaknesses:

- (a) There is a total collapse of supervisory roles and authority at various levels in the university which has led to employees behaving and doing as they wish under the pretext of academic freedom, to the extent of being ungovernable.
- (b) There is a total lack of enforcement of professional work ethic by supervisors at all levels;
- (c) Lack of performance management system to measure employees' performance and output as basis for employment contract renewal, promotion, salary increase, rewards or sanctions;
- (d) There is virtually no system for work programmes implementation, monitoring and evaluation;
- (e) Academic staff engage in extensive moonlighting, personal research, personal consultancies, part time jobs and in public and community engagements without disclosing their whereabouts thereby blurring their roles and focus in the university;
- (f) Employees work in an uncoordinated manner most of the times. Often, they work at a personal level in respect of public and community engagements without being accountable to their

supervisors and management. This results in low university output and low utilization of knowledge and skills within the university;

- (g) Undeclared consultancy work due to failure to implement consultancy policy and failure to develop part time, public and community engagement policies and other operational and administrative policies. It was established that currently, employees retain 90 percent of consultancy fees whereas only 10 percent, if any, goes into the college coffers thereby denying the colleges the much needed revenues;
- (h) Lack of follow up on staff on study leave and leave of absence;
- (i) Deployment and utilization of staff not qualified for Human Resource (HR) or Finance services, respectively has led to the underperformance of these departments; and
- (j) The university does not have fully-fledged HR Division;

6.1.6 Student bodies

The following are key issues that the students' representatives raised during the consultations:

- a) The number of international students in the colleges ranged from 6 to 39. The respondents stated that the de-linking process would not affect these students in any way that is different from the manner in which local students would be impacted. The College of Medicine had the highest number of international students at 39 for both undergraduate and graduate levels. Table 6 presents a breakdown of current student enrolment disaggregated by gender.

Table 6: Breakdown of current student enrolment disaggregated by gender

University Institution	Male students	Female students	Total
Chancellor College	3,129	2,245	5,374
CoM	886	711	1,597
KCN	471	1,829	2,300
Poly	3,390	2,566	5,956
Total	7,876	7,351	15,227

- b) Students were concerned that those enrolled under UNIMA may lose their status as they graduate. They, therefore, emphasised the need to ensure that they graduate as UNIMA students. Some students even suggested that if they graduate under the banner or name of the new university, their degrees should have the new university name on it, but with a caveat “*formerly the University of Malawi.*”
- c) Students feared that as the colleges become fully fledged, the new universities may resort to the practice of increasing tuition fees in order to sustain themselves, which can affect the student body negatively. They therefore noted that while fee hikes may be inevitable due to economic factors such as inflation, there was need to put in place proper mechanisms to regulate the hikes. One way would be to ensure that fees are hiked incrementally and not abruptly. They also mentioned that student loans administered by

- the Higher Education Students Loans and Grants Board (HESLGB) do not cater for every needy student. Therefore, they suggested that other means of supporting needy students should be identified.
- d) Students were not sure of how their welfare, including the medical scheme, would be managed in the absence of the University Office. They also expressed concern on challenges they experienced to access information including examination results due to underdevelopment of ICT facilities while off campus.
 - e) Although students accepted the idea of converting the colleges into independent universities, they noted that infrastructure such as hostels, lecture halls and other teaching and learning facilities were not adequate. They, therefore, saw the need to increase and improve them to cater for current as well as future students. In addition, they noted that some of the teaching and learning facilities were so outdated that they needed to be replaced with modern ones in order to prepare students well for the place of work or industry where modern tools and facilities are used.
 - f) Students from Chancellor College noted the need to have internships as a requirement for their courses.
 - g) Some students were concerned that their participation in student union activities took a lot of their time. They, therefore, proposed that union leaders be given a year off to focus on union activities only.
 - h) Students lamented the fact that in some cases some students are made to fail by their lecturers for non-academic reasons. In order to avoid recurrence of this tendency in the new universities, students suggested the need to put in place stringent mechanisms for reviewing examination results to ensure that no student is failed on non-academic grounds.

6.2 Establishment of New Universities

Main issues that need to be taken into account during the establishment of new universities include the following:

6.2.1 Naming of the University and proposed Proprietor

Colleges and stakeholders made suggestions for the name and ownership of each new university as presented in Table 7.

Table 7: *Suggestions for the name and ownership of the new university*

College	Proposed Name	Proposed Proprietor
Polytechnic	Malawi University of Business and Applied Sciences (MUBAS)	Malawi Government
College of Medicine	John Chipangwi University (JCU)	Malawi Government
Chancellor College	University of Malawi	Malawi Government through appointment of Council
Kamuzu College of Nursing	Kamuzu University (KAUNI)	Malawi Government
Ministry of Health and Population	Malawi University of Health Sciences for KCN and CoM	Malawi Government
National Council for Higher Education (NCHE)	National University of Management and Innovation Sciences for the Polytechnic; Malawi University of Health Sciences for the merger between KCN and CoM	Malawi Government
University Office	National University of Business and Engineering Sciences for the Polytechnic; Malawi University of Health Sciences for the merger between KCN and CoM; and University of Malawi for Chancellor College.	Malawi Government
Parents Association of UNIMA Students (PAUS)	Malawi University of Business and Applied Sciences for the Polytechnic; Malawi University of Medicine or Kamuzu University of Medicine for CoM and KCN merged	Malawi Government

6.2.2 Governance

On roles and responsibilities of the Proprietor (who is Government for all the 4 colleges), the respondents pointed out that the Proprietor would be responsible for the following core functions:

- (a) Facilitating enactment of new laws for establishment of the new universities.
- (b) Appointing Council members of the Universities. Some colleges understood that the Council membership would constitute 60% of members drawn from outside of the university while 40% would be from within the university. One college, CoM, proposed that 75% of Council members would come from outside the university while 25% would be from within the university.
- (c) Regulating the appointment of senior leadership (Vice Chancellor and Deputy Vice Chancellor)
- (d) Provision of financial resources and others required for effective performance of the universities;
- (e) Providing policy guidance;
- (f) Ensuring acceptable standards of instruction, education, training and research;

Although the focus was on the role of the proprietor, respondents also proposed the following roles for the University Councils:

- (a) Appointing senior management; and
- (b) Ensuring that policies and procedures for running the new universities are in place.

Headship of the University

The current practice for public universities is to have the Head of State as the Chancellor. However, CoM expressed a different opinion. They proposed that the Council would recommend three persons not serving in the University who would be shortlisted through a competitive and transparent process. The interim Council would then appoint the new Chancellor from that list of three shortlisted persons.

Student representatives from Chancellor College and UMSU expressed their desire that the new university should have no influence from politicians. Consequently they proposed that the Chancellor of the new university should not be the Head of State.

Parents Association of UNIMA Students also suggested that it would be better if the position of University Chancellor were to be open for competitive selection through interviews to minimize negative political influence.

At the institutional governance level, most respondents observed that the current Act gives more powers to the Councils than Management. As such, they proposed that the functions of the Council must be reviewed to reflect the position that the Council is a governing body and that the responsibility for the day to day management and administration of the university lies in the hands of the Vice Chancellor (VC). Respondents advocated for the need for the VC to have executive leadership powers.

There were variations in terms of the structure at the disciplinary level of governance. Three colleges proposed that they should have schools and departments, while one college (Chanco) would like to retain the faculty structure and departments. All the four colleges, however, agreed that the leadership at school/faculty level should have executive powers; as

such, they should be appointed through a competitive system rather than being elected by their peers. Their appointment should be for a specified period of time. They also proposed that the Head of Department should be appointed for a specified period of time through a competitive process.

In addition, the four colleges agree that there should be a Board at the school/faculty level whose membership should include outsiders in order to strengthen industry/university interface. For the University Office, they supported this arrangement for the reason that it would enhance objectivity, inculcate discipline and minimize laxity.

Furthermore, the Taskforce found out that people are appointed into key management and leadership positions without the requisite management and leadership training. These include Principals, Deans and Heads of Department and their deputies.

Other governance structures

While most of the elements of the governance structures are common, some colleges have come up with directorates that are different from the typical structures. These include the Directorates of Risk Management and Resource Mobilisation, Marketing and Public Relations and Student Affairs at the College of Medicine; Finance and Investment at the Polytechnic and Legal Services, and Students Affairs at Chancellor College, which are not present in the current UNIMA set up.

The College of Medicine demonstrated a unique level of preparedness. They stated that they had already secured funding from an international donor to establish a transformation or change management office to facilitate a smooth transition from the current college status to a university status. At the same time, they had secured a partnership with an international university to help them set up the new university.

NCHE and PAUS made the following recommendations as part of improved governance for the new universities: Creation of Student Representative Councils to replace students unions as the latter has made students to take militant approaches to issues affecting them. They also suggested the establishment of a Parents and Guardians Associations and its representation on the University Council.

6.2.3 Emerging issues: Merger of KCN and CoM

The Taskforce consulted officials from the Ministry of Health and Population (MoHP) specifically to obtain their views on the creation of new universities for the College of Medicine and Kamuzu College of Nursing, both of which are in the health discipline. While each of the colleges had expressed desire to grow into a university status upon de-linking from UNIMA, they differed on their view of the possibility of working together. CoM was open to the creation of a university out of a merger between CoM and KCN. However, should KCN not be interested in the merger they would create their own university which would include a college of nursing.

On the contrary, KCN wanted to have their own university, but with additional programmes some of which were unrelated to their niche. These included the creation of a School of Health Business and Innovations offering the following programmes: Bachelor of Science in health care entrepreneurship, Bachelor of Science in health care marketing, Bachelor of Science in business administration for health, Bachelor of Science in health financing, Bachelor of science in ICT innovations for health, Bachelor of science in prosthetics and orthotics and diploma in health care and entrepreneurship, diploma in health marketing, and diploma in business administration.

The MoHP informed the Taskforce that the general experience world over was that training of nurses, doctors and other professional health workers involved in the provision and delivery of health services, was done as a team under one roof. They cited countries like India, China, Singapore, Malaysia, the United States of America and the Republic of South Africa as examples. Emphasis was made that nurses and doctors work as a team hence needed to be trained as a team. As such, it would be unfortunate to train them separately. It was further argued that professional rather than personal interests needed to prevail when making such decisions. On management structure of the university, the MoHP stated that this could be worked out and the issues of leadership of such an institution would be based on merit.

The Taskforce also learnt that MoHP had further discussed the merger of KCN and CoM at a management meeting. The outcome of this meeting is contained in a letter which the Ministry sent to the Taskforce indicating its official position, as per Appendix 4. MoHP determined that the two colleges should operate under one university and proposed the name of the university as the Malawi University of Health Sciences. They went further to say that the new university should report directly to the Ministry of Health and Population.

The Taskforce had a second consultative meeting with KCN which was aimed at informing the college of the stand taken by the Government including Ministry of Health and Population, Ministry of Education, Science and Technology and the Public Sector Reforms Commission regarding the proposal for KCN to merge with CoM and form one university. KCN was informed that the MoHP was of the view that it was in line with global/international best practice to have the training of doctors and nurses conducted under one roof. Training under one roof enhances team work and collaboration for improved health-care delivery. They were also

told the position of the Chief Director of Public Sector Reforms Commission which emphasised the need to merge the two colleges. Furthermore, they were made aware of a letter that the Secretary for Health and Population had written to clearly state the position of his Ministry on the matter. The OPC through the ex-officio member of the Taskforce also made Government's position clear that it was Government's wish to have the two health training institutions work together in the interest of cost cutting and ensuring that duplication is reduced. He cited examples of local public institutions that had been merged together under the same principle.

In their response, KCN reiterated the historical background of the college from 1979 when it offered a certificate programme in Nursing to the time when a diploma programme was introduced under UNIMA. Since then KCN had progressed to offer 19 BSc, 6 MSc and 3 PhD programmes. The academic staff have advanced to MSc and PhD levels as follows: 32 academic staff have PhDs. Some are professors and others associate professors. They further reported that they intend to increase faculties from 2 to 4 and are now ready to become a stand-alone university. In their understanding, a merger with CoM entailed relegation to the level of a school. They also believed that once merged with CoM, their intake would not improve and their ambitions to diversify into non-nursing and midwifery areas would be thwarted.

They further argued that CoM was only interested in the nursing component of the college and yet KCN wanted to offer more programmes than just nursing. KCN further stated that there was research evidence that demonstrated that doctors dominate nurses and midwives when they tried to work collaboratively. In the final analysis, however, the Chairman of the Taskforce reiterated the position of Government that the two

colleges should merge. They were then advised that there would be a joint committee to discuss the matter further.

Following this meeting, the Taskforce convened a joint meeting of the two colleges. The objective of this meeting was to inform CoM that they would merge with KCN to form one university. They were then directed to form a joint committee to start looking at modalities for forming a new university.

Through the joint committee the two colleges developed a model of the new university. They also reviewed draft bills that had been provided to the two colleges by the Taskforce. During the second meeting of the Taskforce with the two colleges, they presented the outcome of their joint efforts which included proposed organizational charts for the new university, and comments on the new draft bill.

6.2.4 Academic programmes

Almost all colleges proposed that their faculties would be turned into schools, which would offer programmes at undergraduate, graduate and postgraduate levels. They also proposed to have robust ODL programmes in order to expand access to their higher education programmes. The colleges also proposed new programmes which are not currently being offered by the colleges.

For example, the Polytechnic proposed establishment of 5 schools namely: Business, Engineering and Renovation, Built Environment, Education and Communication Studies, Applied Sciences and Technology. The College of Medicine proposed 6 schools as follows: School of Medicine, Public Health, Pharmacy, Allied Health, Dentistry and other schools such as School of Nursing and Midwifery. Chancellor College proposed 5 schools namely; School of Education, School of Law, Faculties

of Humanities, Science and Social Science. Kamuzu College of Nursing proposed 5 schools, namely School of Nursing Studies, Midwifery and Reproductive Health Studies, Public Health and Social Sciences, Applied Sciences and Health, and Business and Innovations.

Other respondents including NCHE and PAUS concurred with the UNIMA authorities that current programmes should continue especially those that represent their niches. However, they also encouraged the inclusion of emerging interdisciplinary areas.

The projected student enrolment levels for the new universities are presented in Table 8.

Table 8: Projected Student Enrolment Levels for the New Universities: 2024-2025

Institution	Projected Student Enrolment
University of Malawi	14,000
Malawi University of Business and Applied Sciences	20,000
Malawi University of Health Sciences	23,520
Total	57,520

6.2.5 Infrastructure

All colleges noted that they currently have minimum infrastructure requirements to proceed as fully fledged universities. These include: classroom space, Library, office accommodation, hostels, cafeteria and sports facilities. However, there will be need to refurbish and expand

some of these facilities. The authorities of NCHE and the Parents Association of UNIMA Students also concurred with the need to expand the university facilities.

Respondents also noted that the colleges delink from UNIMA, the University Office needs to be guided on how to dispose of the infrastructure that is in their custody.

6.2.6 Resourcing and financing the new universities

Colleges reported that they generated resources in the past fiscal year at various levels. For example, the Polytechnic generated 41% of their annual budgetary requirements; College of Medicine generated 45%; Chancellor College generated 52% while KCN generated 45% of the required funding. The rest of the funds were provided by Government through subvention.

Regarding colleges' strategies for resource mobilisation of the new universities, respondents cited various mechanisms including improved tuition fee collection through increasing enrolment of students via ODL programmes; establishment of the office of resource mobilisation director; deepening the relationships with funders and use of innovative funding models such as social impact bonds, guarantees and pooling of resources; establishment of new businesses to generate income, and establishment of wholly owned companies such as the University Press. All colleges also mentioned the need to embark on short, industry demand-driven courses and introduction of an endowment fund (in the case of Chancellor College).

Colleges are cognizant of the fact that they have potential to generate income but that they have not turned that potential into capacity. For example, Chancellor College mentioned developing industry ceramics, electricity insulators and holding of choral workshops through their Department of Fine and Performing Arts. They also mentioned creation of

wealth (assets) through Public and Private Partnerships (PPPs) with corporate and individual investors and Malawians in the Diaspora, and use of their pension fund for investment. In the case of KCN and CoM, the respondents mentioned establishment and commercialisation of their clinics. Some colleges, such as CoM mentioned that they have robust research and grants programmes which will be further strengthened to enhance revenue collection. Other Colleges such as KCN noted that they needed to improve on their in-house capacity for research and grants acquisition.

KCN further reported that they would enhance their income generating capacity by going into commercial business venture such as construction of the state of the art mortuary, sports complex, real estate development, and commercialising the library services.

Furthermore, the Parents Association of UNIMA Students proposed the following for resource mobilization for the fully fledged universities:

- Commercializing the products which the universities are producing;
- Introducing the economic fee paying cadre of students;
- Intensifying weekend, online and ODL classes;
- Encouraging innovations;
- Collaborating with other partners and sister universities;
- Introducing commercial workshops where students will be doing hands on activities while customers pay for such services; and
- Holding fundraising activities such as golf tournaments, and dinner dances.

NCHE recommended the following initiatives and interventions for enhancing resource mobilization:

- Introduction of economic fees for programmes;
- Investment in real estate; and
- Undertaking collaborative research with industry.

6.2.7 Quality assurance

Regarding measures that colleges would initiate and implement to improve the quality of their programmes, respondents suggested the following. The Polytechnic mentioned introduction of performance management systems, accreditation and international benchmarking. College of Medicine mentioned setting up of a Quality Assurance (QA) Directorate or Unit that would be responsible for benchmarking the curriculum to international standards; quality teaching and learning through training of faculty in pedagogical skills; examinations moderated by external examiners; teaching and learning sites accredited by various regulatory bodies. Chancellor College mentioned peer reviews in addition to strategies mentioned above, while KCN mentioned application of QA policies and guidelines outlined by NCHE and other professional bodies. They also suggested use of automated integrated management information systems for managing data.

NCHE observed that out of the four constituent colleges three were accredited with conditions while Chancellor College had not been accredited because they did not fully cooperate with NCHE. They therefore suggested that the QA mandate should be entrenched in the new University Acts. They also suggested that all Councils should have QA subcommittees and that the QA enforcement procedures should be elaborated within the new university Acts. Furthermore, they suggested benchmarking academic standards in the areas of programme design and approval, teaching and learning, research and innovation, teaching and support staff complement and compliance with relevant external standards.

7.0 ANALYSIS AND DISCUSSION OF KEY FINDINGS

This section presents an analysis and brief discussion of the key findings from the consultations with management and staff of the constituent colleges of UNIMA, University Office and other stakeholders. Overall, the respondents view the de-linking process as an exciting opportunity for growth, diversification, rebranding and conducting business in a different and more innovative manner in the new universities. The analysis and discussion also fall under two major categories/themes of:

1. The de-linking of colleges; and
2. Establishment of the new universities.

7.1 De-linking of Colleges from UNIMA

The respondents from the UNIMA Colleges (student representatives, management and staff) and other key stakeholders (LUANAR, NCHE, PAUS, CSEC, Office of the Ombudsman, Ministry of Education, Science and Technology and Ministry of Health and Population) were generally supportive of the delinking initiative.

7.1.1 Timeframe required for transition of colleges from UNIMA

The timeframe recommended by respondents for transitioning the colleges into fully fledged universities ranged from 6 months to 3 years. This means that it is critical to allow enough time for the transition.

7.1.2 Legally binding arrangements with partners or collaborators

The Taskforce noted that there are some partnerships and collaborations that are legally binding and others which are not. It is important that the partnerships and collaborations should be sustained. Those that were signed at College level and those that were signed by University Office in respect of particular colleges should be continued. However, those that

were signed at the University Office and covering the entire University of Malawi as one institution, need to be critically examined to assess how they can be sustained under the new universities.

7.1.3 Assets, Liabilities and Intellectual Property

Although all the 4 constituent colleges and the University Office indicated that they have a record of assets, liabilities and intellectual property, there is urgent need for accurate and detailed documentation and valuation of all the current assets and liabilities of UNIMA, including intellectual property, before they are transferred to the new universities. This implies conducting proper audits of all the university colleges including the University Office. The University Medical Scheme (UNIMED) is also one of the services that must be scrutinised.

UNIMED was designed to be a self-sustaining business institution. However, its financial viability has been compromised partly by the Colleges' inability to honour their staff members' premiums and bills. It would appear also that UNIMED has found itself in its current state because it has relied heavily on the University Office instead of operating on sound business principles. For example, UNIMED is housed at University Office and its employees are paid by University Office irrespective of their liquidity position.

It has been observed further that among the Debtors of UNIMA are statutory obligations such as: pension scheme funds, Tevet levy, Withholding tax and PAYE tax arrears. Clearly, non compliance with the Law is a criminal offence.

The Taskforce was presented with limited information in terms of assets and liabilities. For example, it was provided with a list of Debtors (K5,

099, 517, 000) only but not that of Creditors. Going by the nature of business of the University, it is most likely that UNIMA is owed money by institutions and individuals, such as students. The Taskforce needed to be provided with this list as well.

UNIMA does not appear to own most of the land on which it is situated. Of the 184 plots they say they had, they currently have ownership (with title deeds) of 20 plots only, representing 11%. This is a serious matter considering that UNIMA has been in existence for the past 50 years. Besides, some multiple plots have a single title deed, but UNIMA does not know which ones. Furthermore, Audit Reports by the National Audit Office have queried this matter over the years but the issue has not been treated with the seriousness it deserves. There are other Assets at University Office such as office equipment, vehicles, which have to be verified as well.

Again, there could be potential liabilities in the form of the outstanding 85 court cases which affect the five UNIMA institutions. The current presentation, however, does not delineate the cases by college or their status. There is need to have a detailed breakdown of all the cases to establish those that can be resolved in the short, medium and long term. This should be facilitated by UNIMA's Legal Counsel.

7.1.4 Financial Status of constituent colleges

From the statistics given on the liquidity ratio, the majority of the colleges are financially viable. The College of Medicine stands out with the liquidity ratio of 7:1.

Ironically, all the constituent colleges are heavily indebted. One would not expect that colleges with positive liquidity ratios can be indebted. For example, Chancellor College indicated that it is able to generate up to

52% of its budget and yet, on the ground, the college is 90% dependent on Government subvention. This reveals a systemic problem within UNIMA where not all the resources that the Colleges generate are disclosed during the budgeting process. More importantly, it reveals that the college management has no access to the income generated by some departments and faculties within the college. Consequently, college management often resorts to expensive banking facilities to meet some of their operational obligations, when they have resources within the colleges. Worse still, the college management only accesses financial resources within the departments and faculties in the form of negotiated loans. This arrangement undermines the authority of the college leadership and is contrary to the provisions of the Public Finance Management Act which gives the College Principal, as the Controlling Officer, authority over all financial resources of the college. Under such circumstances, the Taskforce wonders, how the College Principal can objectively evaluate the performance of Deans and hold them accountable; when he/she borrows money from their faculties. This is apparently tantamount to *institutional capture*.

It is important that all colleges are up to date with their Audit Reports the way the College of Medicine is. Lack of up-to-date Audit Reports in some colleges indicates capacity gaps within the UNIMA system where some colleges are performing well while others are not. It also shows leadership gaps because as institutions under one umbrella, they should all have been equally pressurised to be up to date with their Audit Reports. In addition, a proliferation of bank accounts indicates lapses in the financial control systems and failure to adhere to financial legal provisions within the UNIMA Act.

7.1.5 Staff Complement

7.1.5.1 Local Staff

University Office

Both the Vice-Chancellor and the Pro-Vice Chancellor are over the mandatory retirement age of 60 years and hence they are currently employed on month to month employment contracts. The University Registrar was appointed on a permanent and pensionable basis and he will attain the retirement age of 60 years in January 2022. Except for the few who have either reached or are about to reach their mandatory retirement age, the rest of the staff members are tenured staff on permanent pensionable terms.

The federal system that has existed over the years coupled with decentralised structures has, however, isolated the senior leadership at the University Office in terms of providing effective leadership and supervisory direction to the colleges. For example, the University Office has developed policies aimed at strengthening operational efficiency and effectiveness of the University, including those that emerged from the MIM Report, which have not been implemented by colleges because staff members have challenged them. University Office has had challenges in managing industrial conflicts involving both students and staff which has resulted in frequent disruptions of students' learning and other college activities. Salary disparity matters remain unresolved to date thereby undermining team work and maintenance of a harmonious work environment in UNIMA.

Colleges

The current corporate structure of constituent colleges is in line with best practices within the academia. Despite this, there are serious notable staff distribution challenges. According to internationally accepted standard for

staff distribution, based on the Pareto Principle², 66% of the staff complement should be in the core business whereas 33% occupy support positions. In UNIMA, currently the overall scenario is that there are 45% academics against 55% support staff which does not subscribe to this principle. Worse still, at Chancellor College only 39% of staff are academic while 61% are support staff.

In terms of student to staff ratio, the situation is even more problematic. In UNIMA, overall staff to student ratio is 1:8. At KCN the ratio is 1:5. This is against the established NCHE standards of 1:18. The current staff distribution poses serious challenges to the University's ability to successfully implement its academic programmes and attain its organisational objectives in a sustainable manner. Specifically, it presents serious wage bill and productivity challenges arising from the fact that an inordinate high number of its human resources are deployed to support positions which do not have a direct contribution to the core business of the institution.

In terms of staff profile by seniority, all colleges are far from the required minimum standards as stipulated by NCHE. For example, NCHE requires that 20% of staff should be at the professorial grade; 40% at senior lecturer grade and 40% other categories.

It is clear that the academic calendar is interrupted largely by staff indiscipline, lack of contact and dialogue whenever there are disagreements and generally poor work ethic. This problem is mainly applicable to Chancellor College and the Polytechnic. The frequent interruption of the academic calendar in these two colleges has tainted the image of the whole of UNIMA, and has made the two colleges unattractive to international students. However, it is recognised that the problem of staff indiscipline is multifaceted. It is actually a consequence

² Koch, R (2012) The 80-20 Principle, 3rd Edition: the Secret to Success by Achieving More with Less

of a variety of factors including the existence of a weak performance management and contracting regime.

Analysis of the findings has also demonstrated that the system for managing human resource issues in the UNIMA has totally collapsed.

7.1.5.2 Expatriate Staff

The findings revealed that colleges should have been more attractive to expatriate staff members than is the case at the moment if the colleges were more stable and had better mechanisms for resolving their differences. Ordinarily, engagement of more expatriate staff would go a long way in enhancing the professional image of UNIMA, its international profile and enrich the academic business/programmes.

7.1.6 Student bodies

The Taskforce observed that it was only the College of Medicine that had a reasonable number of international students. The expectation of the Taskforce is that all the new Universities shall work hard to attract international students. It is assuring to learn from Chancellor College, though, that they are developing a strategy to this effect. International students have the potential to boost revenue for the new Universities, improve their professional image and reputation and enhance their internationalisation profile.

From the data analysis, it is encouraging to note that the ratio of male to female students is almost 50:50 when one examines the total enrolment figures. Notably KCN, which has the largest population of female students, has greatly improved the above ratios. However, considering that now the colleges will transform into fully fledged Universities, it is necessary for the new Universities to ensure that this gender equality in students' enrolment is maintained in line with the Government's Gender Equality Act of 2013.

Students' fear regarding a possible willy-nilly increase in tuition fees by the new Universities is indeed a matter worth noting. However, the Taskforce is of the view that the new Universities will consider their social responsibilities as public universities in determining any fee hike. Besides, the Taskforce has introduced mechanisms in the Draft Bill to safeguard the interest of the students and parents by proposing that the University Council should not increase tuition fees without consulting the Ministry of Education, Science and Technology.

In addition, it will be important for Government to fund the Higher Education Students Loans and Grants Board (HESLG) adequately so that the Board is able to support more deserving students. Strict procedures for scrutinising and selecting beneficiaries of loans and grants should be instituted so that only students who are needy should benefit from the loans and grants for improved equity and access. Fundamentally, the Ministry of Education, Science and Technology through government and non-governmental agencies such as parents associations and civil society organizations should develop mechanisms to inculcate the spirit of responsibility in Malawian parents and guardians to be willing to finance the university education of their children or dependents.

7.2 Establishment of New Universities

7.2.1 Legal Framework

The Taskforce is of the view that the de-linking of the 4 constituent colleges from UNIMA should commence with the repealing of the UNIMA Act and the passing of enabling bills by Parliament to catalyze the creation of the three new universities.

Once the bills are enacted into Law, the new universities shall become established. Consequently, the old UNIMA, University Council and the University Office, shall cease to exist. At the same time, the new university councils for the fully fledged universities shall be constituted.

7.2.2 Naming of the Universities and proposed Proprietor

When determining names of the new universities it is important to bear in mind that these shall be public national universities, and their names should also reflect the Universities' primary niche. With this in mind, having reviewed the proposed names received from the various stakeholders that were consulted, the Taskforce recommends names and location for central administration of the three Universities as presented in Table 8.

Table 8: *Recommended names and location of central administration for new universities*

College	Proposed Name	Proposed location of its central administration (Head Office)
Polytechnic	Malawi University of Business and Applied Sciences (MUBAS)	Chichiri, Blantyre
College of Medicine and Kamuzu College of Nursing	Malawi University of Health Sciences (MUHES)	Blantyre City
Chancellor College	University of Malawi (UNIMA)	Chirunga, Zomba

7.2.3 Mandates of the New Universities

Modern universities are beginning to define their character by choosing a niche which best suits their strengths. Against this principle, the new universities should be encouraged to critically choose what will make their programmes distinct from the other public universities in the country. This will, among others, minimize programme duplication while at the same time adding value to their niche.

7.2.4 Governance

The Taskforce agrees with the stakeholders that the Government as the proprietor of the new University should play a key role in their governance. In this connection it will be necessary for the Government to continue its facilitation role in the enactment of the enabling laws for establishment of the new universities, provision of financial and other resources required for effective performance of the mandate, appointing councils, providing policy guidance and ensuring that acceptable standards of instruction, education, training, consulting and research are maintained in line with prevailing national policies and development agenda as well as international best practice.

The Taskforce upholds the view that the fully fledged Universities, being public institutions; should be headed by the Chancellor who should be the Head of State. However, recognising that the number of public universities is increasing, the Head of State should be free to decline to become the Chancellor. In such circumstances, the Head of State should be at liberty to appoint any person to hold the office of the Chancellor provided that such a person is a holder of at least a Masters degree qualification from an accredited institution of higher learning. Such an appointment should be made after consultations with the Council and the responsible Minister.

On the appointment of Councils, it should be borne in mind that the composition of Councils should reflect the ownership of the University as well as the need for the University to be responsive to the national socio-economic interests rather than the interests of the staff members of the new Universities. It would appear that all the stakeholders agree that the new Councils should have 60% of their members drawn from outside of the university while 40% should be drawn from within the university. The persons to be appointed to the Council should possess a minimum of a

Masters Degree from an accredited institution of higher learning, with ten years experience in senior management positions.

There should be clear delineation of the functions and roles of the Councils and the Executive Management. The Councils should largely exercise policy and oversight roles while the day to day management and administration of the Universities should remain the prerogative of the Vice-Chancellor and his/her team at all times. It is important to clearly bestow the executive leadership role on the Vice-Chancellor (VC) so that he/she becomes the Chief Executive Officer. The VC will have to be identified through a competitive selection process but the Chancellor should retain the authority of appointing him/her. The minimum qualification of the VC should be an earned PhD qualification from an accredited institution of higher learning.

The new Universities should not be top-heavy. They should remain flat to minimise costs. As such, it will be necessary to limit the number of Deputy Vice-Chancellor (DVCs).

College functional organization structures follow best practice by grouping under one headship of the Vice Principal, functions related to academic, research, outreach, consulting and library services. This should be the case once the colleges attain fully fledged university status. The Taskforce is of the view that below the VC there should only be four executive managers: one in charge of all academic business of the university; another responsible for the administration and human resource functions; another responsible for corporate services, and the fourth one responsible for finance and investment. The four should directly report to the VC. They should always be recruited through a competitive process and work on fixed term contractual basis. Below the DVC responsible for academic affairs there should be Executive Deans. These should also be engaged

through a competitive process and placed on fixed term contractual basis. It will also be necessary that each school or Faculty should have a Board whose membership should incorporate outsiders in order to strengthen industry/university interface, enhance objectivity, inculcate discipline and minimize laxity.

The appointment of people into management and leadership positions without the requisite management and leadership training could explain why the colleges face chronic human resource and financial challenges. These include lack of strong supervisory regime, weak performance management system and failure to appreciate the budgeting processes. Principals, Deans and Heads of Department and their deputies are the positions in question.

Furthermore, the analysis of the findings reveals that the colleges do not have dedicated Units charged with planning, monitoring and evaluation; legal services; and quality assurance services. These are critical functions for modern institutions; hence they should be created in the new universities.

The Taskforce acknowledges that there should be student participation in the governance of the new universities at all levels. However, this should be limited to representation by invitation depending on the agenda, to enable the students to focus on their studies. It is also important to reflect on the naming of the body representing students so that it does not conjure a militant approach to issues affecting their welfare.

7.2.5 Merger of CoM and KCN

The considered view of the Taskforce is that the two colleges should merge into one fully fledged university. This is based on wide consultations with Central Government Ministries and Departments, the

two colleges (KCN, CoM), Students, University Office, NCHE, PAUS, literature review and prevailing best practices globally. The position of the Ministry of Health and Population (MoHP) that the training of nurses, doctors and other health care team members should be done under one roof is very convincing and cannot be ignored. Specifically, when doctors and nurses are trained together it enhances team work which is crucial for efficient and effective delivery of quality health care services. The practice is also cost effective as it facilitates joint programme design and delivery. In addition, this institutional arrangement can be extended to include other health related programmes such as those envisaged by KCN. It can also facilitate training of other health workers beyond nurses and doctors. This is also in line with Government policy of rationalising mandates and functions of public institutions. It is important to note that the Public Sector Reforms Commission made a similar position on this important matter.

Regarding reporting lines, the Taskforce observes that the Education Act mandates the Ministry of Education, Science and Technology to establish all institutions of learning in the country irrespective of sectoral mandates. Therefore, the Taskforce is of the view that the new university arising from the merger of KCN and CoM would administratively report to the Ministry of Education, Science and Technology under the technical direction of the Ministry of Health and Population.

7.2.6 Academic programmes

While the new universities should continue offering undergraduate programmes, there must be a clear policy and deliberate efforts to introduce new postgraduate programmes. Analysis of staff qualifications and seniority profiles indicates that the three universities can embark on expansion of their postgraduate programmes. However, for the

Polytechnic to successfully expand its postgraduate programmes there is a need to upgrade its staff qualifications to PhD levels through training, engagement in serious research and publications to improve staff seniority profiles.

In addition, the new Universities have adequate capacity to increase student enrolment because their staff to student ratios are still below the required NCHE minimum standards of 1:18. There is a need for the new Universities to consider creative modes of tuition delivery such as robust ODL programmes so that expansion of access to their higher education programmes is not constrained by physical infrastructures. ODL programmes have also proven to be less costly to both the students and the tuition providers.

Analysis of the data has also revealed that there is expectation from the stakeholders that the new universities will introduce relevant new academic programmes responsive to national needs, socio-economic development priorities of the country and minimise academic programme duplication.

7.2.7 Infrastructure

Compliance with the regulator (NCHE) in terms of the set minimum standards is essential for speedy accreditation of the newly established universities. This entails, amongst others, increased investment in infrastructural projects such as classroom space, library, office accommodation, hostels, cafeteria, ICT and sports facilities. It goes without saying that as the colleges delink from UNIMA, the University Office needs to be guided on how to dispose of infrastructure within its custody.

7.2.8 Resource mobilisation for the new universities

Analysis of the cashflows and commitments of all the colleges indicates that the new universities will be challenged in terms of their revenue base. Besides the fact that the Government would have to support more universities now than before, it is imperative that the new universities should from the onset engage in rigorous income generating activities to diversify their revenue base. The colleges have demonstrated that they are capable of generating on their own more than 40% of their required revenue. What is needed, therefore, is for the new universities to improve the management of their financial resources.

This notwithstanding, the following income generating activities proposed by the stakeholders need to be taken into consideration: improved tuition fee collection through increasing enrolment of students via ODL programmes; introduction of economic fee paying students, establishment of the office of resource mobilisation director; deepening the relationships with funders and use of innovative funding models such as social impact bonds, guarantees and pooling of resources; establishment of new businesses to generate income, and establishment of wholly owned companies such as the University Press; introduction of short, industry demand-driven courses; endowment fund (in case of UNIMA), construction of the state of the art mortuary (in case of MUHES), commercializing the products and services (Teaching Hospital in case of MUHES); and introduction of commercial workshops where students will be doing hands on activities while customers pay for the services.

Furthermore, consultancy is another potential source of revenue which at the moment is not adequately harnessed into the mainstream resources of the colleges. Current policy and practice do not promote enhanced generation of revenue for the institutions. This is due to the fact that currently the consultancies are not declared, and where they are declared

a large proportion is retained by the employee. In addition, consultancies are not tied to any individual performance contract for teaching and administrative personnel. As such, the staff members are under no obligation to declare the proceeds; and their supervisors have no legal mandate to enforce compliance.

7.2.9 *Quality assurance*

It is apparent from the analysis of the data gathered that quality assurance is critical to improving the quality of higher education in the country. In this regard there is need to mainstream QA in all programmes and activities of the fully fledged Universities.

8.0 RECOMMENDATIONS

This section presents the recommendations of the Taskforce based on a detailed analysis of the key findings of the de-linking exercise. These recommendations fall under two major categories/themes as follows:

- 1) The actual de-linking process of colleges from UNIMA; and
- 2) The establishment of the new universities.

8.1 *De-linking of Colleges from UNIMA*

- 1) The transitioning of colleges to fully fledged universities should be done strictly within the period of three years from the date the enabling bills are enacted into law.
- 2) A Transition Unit (TU) should be established under the Ministry of Education, Science and Technology to oversee and conclude all transitional activities and issues affecting the de-linking of UNIMA colleges. The TU employees shall continue to serve under the existing terms and conditions of the current University Office.
- 3) The TU should be located within the existing premises of the University Office and should be headed by a TU Coordinator (TUC). The Taskforce recommends that the current University Registrar be entrusted with this responsibility, supported by the following staff:
 - i. Deputy TU Coordinator (current Deputy University Registrar);
 - ii. Senior Assistant TU Coordinator (current Assistant Registrar Planning),
 - iii. Assistant TU Coordinator (current Assistant Registrar Academic);
 - iv. Estates Development Officer;
 - v. 1 x Accountant;

- vi. 1 x Assistant Accountant;
 - vii. 1 x Personal Assistant;
 - viii. 2 x Drivers; and
 - ix. 1 x Messenger.
- 4) The first task of the TU shall be to develop a three year costed action plan for implementing all transitional activities including a detailed operational budget for approval by the Secretary for Education, Science and Technology.
 - 5) Partnership and collaboration agreements signed at the College level and those that were signed by the University Office in respect of individual colleges should be transferred to the concerned Universities. In the same vein, partnership and collaboration agreements that were signed at the University Office covering the entire University of Malawi as one institution should be critically examined by the TU and passed on to the relevant fully fledged universities.
 - 6) The TU should facilitate the accurate and detailed documentation and valuation of all the current assets, liabilities and intellectual property of UNIMA before they are transferred to the new universities. This implies conducting proper audits of all the university colleges including the University Office.
 - 7) UNIMED must evolve and operate as an independent medical insurance scheme which competes with other medical schemes as originally envisaged.
 - 8) The TU should pursue all the debts arising from statutory obligations such as pension scheme funds, Tevet levy, Withholding tax and PAYE tax arrears to ensure that these are cleared by the time the colleges become fully fledged universities. The universities should ensure that they comply with statutory obligations at all times.

- 9) The TU should pursue all the debts arising from other debtors including current students of UNIMA colleges to ensure that they are cleared by the time the colleges become fully fledged universities.
- 10) Each university should ensure that it has legal ownership of the real property that belongs to it through registration and acquiring of title deeds within the first 12 months of becoming a university.
- 11) Each university should ensure that it has audited financial accounts that are current.
- 12) Other Assets at University Office such as office equipment and vehicles must be verified by the National Audit Office (NAO) and transferred to the TU as well as the fully fledged universities.
- 13) The current UNIMA legal counsel should prepare a detailed breakdown of all the 85 outstanding court cases and establish those that can be resolved in the short, medium and long term. This should be undertaken before the delinking process is concluded.
- 14) The universities should strictly comply with financial provisions in the legislation establishing the universities and other prevailing financial policies and legal instruments to ensure proper reporting, and transparent accountability on the utilisation of public resources. Furthermore, all the universities should within a period of one year develop auditing, internal accounting and financial management policies, including policies on research and consultancy.
- 15) Both the Vice-Chancellor and the Pro-Vice Chancellor who are over the retirement age of 60 years and are on month to month employment contracts will continue to serve in their offices until their successors are appointed under the new legislation.

- 16) The University Registrar who was appointed on a permanent and pensionable basis; and who will attain the mandatory retirement age of 60 years on 28th January, 2022 should be transferred to the TU to serve until his retirement.
- 17) The rest of the staff of the university office who have not been transferred to the TU should be absorbed by the new universities to fill vacancies relevant to their qualifications, skills and experience. Those that would not fit into the new universities will have to be absorbed into the wider public service. Those that will have attained the retirement age of 60 years by the time the new laws take effect, shall retire from employment normally.
- 18) After the expiry of the transitional period, staff who served in the TU but have not yet reached the mandatory retirement age of 60 should be absorbed by the fully fledged universities.
- 19) The Universities should, at all times, strictly adhere to the minimum staff to student ratio as approved by NCHE and professional bodies from time to time.
- 20) The Universities should develop strategies that entrench a culture of research and publication so that academic staff members are continuously promoted to comply with the NCHE minimum seniority profile standard of 20% professors; 40% senior lecturers and 40% other categories.
- 21) To minimise interruption of the academic calendar due to frequent closures and disruptions of academic calendars due to management and staff/students disputes, it is recommended that:
 - (a) Each university should establish a proactive grievance handling system that fosters prevention, and amicable and timely settlement of disputes. For example, each university can have a Collective Bargaining Agreement to govern the relationship between University Management

and Staff Unions. Further, each university should develop grievance handling procedures for managing staff and students' complaints.

- (b) Where the dispute is not amicably resolved by the concerned parties, provision should be made for the constitution of an ad hoc Arbitration Tribunal chaired by a retired Judge to expeditiously resolve the dispute.
 - (c) In the long run, the Government of Malawi should consider creating an independent office of a University Ombudsman to manage staff and students' grievances in all institutions of higher learning in Malawi.
 - (d) Each University should develop a code of ethics specifying the acceptable staff conduct as well as students' rules and regulations governing students' behaviour.
 - (e) Each University should develop clear policies and procedures for managing staff discipline which specify the acts of misconduct and sanctions for breach of the rules and provisions in the policy as approved by Council.
- 22) Each University should develop a policy regarding the number, qualifications and profile of expatriates to be engaged in order to enhance the quality of academic programmes.
- 23) Each University should develop a policy on internationalisation to attract non Malawian students.
- 24) The proposed bills of the universities should contain provisions to safeguard the interest of the students and parents when reviewing tuition fees.
- 25) Government should adequately fund the HESLGB so that the Board is able to support more needy students.
- 26) Strict procedures for scrutinising and selecting beneficiaries of loans and grants should be instituted so that only deserving

students benefit from the loans and grants, for improved equity and access.

- 27) The MoEST through government and non-governmental agencies such as parents' associations and civil society organizations should develop mechanisms to inculcate the spirit of responsibility in Malawian parents and guardians to finance the university education of their children or dependents.

8.2 Establishment of New Universities

1. The University of Malawi Act, 1975 should be repealed and the new proposed bills to catalyse the creation of the three fully fledged universities presented to Parliament.
2. Once the UNIMA 2018 bill is enacted into Law, the current UNIMA Council will continue to serve until replaced by a new Council appointed under the new University of Malawi Act.
3. Councils for all the new universities should prioritize the following:
 - i. Appointment, through a competitive recruitment, process, and deployment of senior executive management teams;
 - ii. Work with executive management teams to create character of the new universities by implementing the Acts which created the new universities.
 - iii. Develop operational and administrative policies, principles and procedures covering all portfolios of the universities including conditions of service, unitary salary and benefits structures, job evaluation and grading systems, organizational structures and staff establishments, students' rules and code of conduct, and robust consultancy and research policies.

- iv. Champion the development of their strategic plans and annual work plans.
 - v. Introduce a Balanced Scorecard performance management system that links the institutional strategic objectives with individual annual work plans/targets to institutionalise evidence based rewards and sanctions.
 - vi. Introduce individual annual performance contracts with jointly set/agreed performance targets.
4. KCN and CoM should merge and form one university as this is in line with international best practice in Human Resources for Health (HRH) and in the best interest of the nation. Its central administration should be based in Blantyre owing to the fact that most of the infrastructure for the two colleges is in Blantyre; and that Blantyre has the biggest referral hospital in the country.
 5. The universities should be under the Ministry of Education, Science and Technology.
 6. The new Universities should be named as in Table 9.

Table 9: *Recommended names and location of central administration for new universities*

College	Proposed Name	Proposed location of its central administration (Head Office)
Polytechnic	Malawi University of Business and Applied Sciences (MUBAS)	Chichiri, Blantyre
College of Medicine and Kamuzu College of Nursing	Malawi University of Health Sciences (MUHES)	Blantyre
Chancellor College	University of Malawi (UNIMA)	Chirunga, Zomba

7. The new universities should critically define their niche and ensure that their programmes are distinct from other public universities in Malawi. The Vision, Mission, Values, Goals, Objectives, Strategies and detailed Action Plans should be defined and articulated in their Strategic Plans to be developed within the first twelve months of their establishment.
8. The universities should introduce relevant academic programmes responsive to national needs, socio-economic development priorities of the country and minimise academic programme duplication.
9. The universities should adopt optimal business-driven, client-focussed, results-based, service-oriented organizational organograms modelled along the Pareto Principle whereby

only positions that are deemed necessary and functionally relevant to the core business of the new universities (which is teaching, research and community outreach) are maintained on the pay roll. The new universities should develop a staffing establishment where 66% of the approved positions are in core business while 33% are in support services.

10. Government, as the proprietor, should play an active role in the governance of the new universities through its participation on Councils, enforcement of governance tools, performance based financing and subvention.
11. Government should facilitate the enactment of the enabling legislation for establishment of the new universities.
12. The universities should be headed by the Chancellor who should be the Head of State. However, the Head of State should be at liberty to decline the appointment as Chancellor of any one of the universities. In such circumstances, the Head of State should appoint any suitably qualified person to hold the office provided that:
 - i. Such a person is a holder of at least a Masters degree from an institution accredited or recognised under the National Council for Higher Education Act;
 - ii. He has held a constitutional office or a senior position in an academic institution; and
 - iii. He has attained recognition in his profession or office.

The appointment should be made after consultations with the Council.

13. The composition of Councils should reflect the ownership of the universities as well as the need for the universities to be responsive to the interests of the nation. Room should also be created for active participation of alumni through their

representation on Council and annual convocation meetings. The Council should have at least 60% of its members drawn from outside of the university. The composition should also be well balanced in terms of gender, competencies and sectoral distribution. Persons to be appointed to the Council should possess a minimum of Masters Degree from accredited institutions of higher learning and ten years experience in senior management positions.

14. The legislation establishing each university should clearly delineate the functions and roles of the Councils and the Executive Management. The Councils should largely exercise policy and oversight role while the day to day management and administration of the Universities is the prerogative of the Vice-Chancellor and his/her team.
15. The Vice-Chancellor (VC) should become the Chief Executive Officer. He/she should be identified through a competitive selection process. The Chancellor should, however retain the authority of appointing the VC.
16. The minimum qualification of a VC should be an earned PhD qualification from an accredited institution of higher learning.
17. The universities should not be top-heavy to minimise costs, ensure efficiency and that the biggest proportion of their resources must be invested in core business. As such, it will be necessary to limit the number of Deputy Vice-Chancellors (DVCs) to one. The number of DVCs may increase using the formula of 1 DVC to 15,000 students as the universities expand.
18. Below the VC, there should only be four executive managers: one in charge of all academic business of the university; another responsible for the administration and human resource functions; another responsible for corporate services

and the fourth responsible for finance and investment. The four should report to the VC and be engaged through a competitive process, and placed on fixed term contractual basis.

19. Below the DVC responsible for academic affairs, there should be Executive Deans who should also be engaged through a competitive process and placed on fixed term contracts. It will also be necessary for each school or faculty to have a Board whose membership should include outsiders in order to strengthen industry/university interface, enhance objectivity, inculcate discipline and minimize laxity.
20. All persons appointed into management and leadership positions should undergo relevant management and leadership development training to enhance the quality of their managerial and leadership competencies and performance. These interventions should be in response to clearly identified training needs and priorities of the new universities.
21. Each university should establish the following Units: Students Affairs; Planning, monitoring and evaluation; Legal services and Human Resource (HR) services. HR services should have the following sections: Human Resources Management, Performance Management, Training and Career Development, HR Planning; and Quality Assurance and Management.
22. Representation of students on various university committees should be by invitation to give them ample time to concentrate on their studies.
23. The body representing students should be named Student Representative Council and not Students Union.

24. The universities should scale up postgraduate programmes and each University should aim at having 40% of its student population on postgraduate programmes.
25. The universities should scale up the enrolment of undergraduate students to target 1:18 staff/students ratio as prescribed by NCHE.
26. The universities should embark on robust ODL programmes as one way of scaling up their enrolment figures and revenue generation.
27. The universities should enhance their income generating activities to diversify their revenue base.
28. The universities should undergo NCHE registration process within the first twelve months of their establishment and accreditation after operating for two years.
29. The universities should increase investment in infrastructural projects such as classroom space, library, office accommodation, hostels, cafeteria, ICT and sports facilities.
30. Infrastructure at the University Office should be transferred to the new University of Malawi. During the transitional period, the new UNIMA should share the premises with the TU.
31. The Finance and Investment Division should have the following separate sections: Financial Accounts, Revenue Accounts, Management Accounts and Investments Accounts.
32. KCN and CoM should merge and form one fully fledged university as this is in line with international best practice in Human Resources for Health (HRH) and in the best interest of the nation. Its central administration should be based in Blantyre owing to the fact that most of the infrastructure for the two colleges is located in Blantyre; and that Blantyre has the biggest referral hospital in the country.

9.0 ACTION PLAN

To guide the implementation of these recommendations, the Taskforce has developed a detailed Action Plan as in Table 10.

No.	Recommendation	Key Performance Indicators (KPIs)	Date of Completion	Champion or Responsible Person
1.	Present Bills to Parliament, 1 Bill to repeal and replace UNIMA Act, and the other 2 to create new universities.	3 Bills passed by Parliament and Assented to by the President	January, 2019	SEST
2.	Merge KCN and CoM to form one university in line with international best practice and national socio-economic development interests and priorities.	A new University merging the two Colleges established	January, 2019	SEST
3.	Place new universities under the Ministry of Education, Science and Technology.	3 universities established under MoEST	January, 2019	SEST
4.	Transition colleges to fully fledged universities within a period of 3 years from the date of enacting the bills into law.	3 independent Universities operationalised	December 2021	University Councils
5.	Establish TU to oversee and conclude all transitional activities affecting de-linking of UNIMA colleges.	Unit established and transitional matters concluded	January, 2019 – December, 2022	UNIMA UR/SEST
6.	Develop 3 year costed Action	A 3 year Costed	March, 2019	TUC

	Plan for resolving all transition activities including detailed operational budget for approval by SEST.	Action Plan developed		
7.	Transfer to relevant universities all Partnerships and collaborations signed at College and University Office levels.	Relevant university Partnerships and collaborations transferred to new Universities.	June 2019	TUC/VCs
8.	Conduct audits and complete documentation and valuation of all current assets, liabilities and intellectual property of UNIMA and transfer them to new universities.	Audits and valuation of all current assets, liabilities and intellectual property of UNIMA concluded and transferred to Colleges	December, 2018	Taskforce
9.	Facilitate operation of UNIMED as an independent commercially-oriented and business-driven medical insurance scheme (as originally planned) to compete with other medical insurance schemes.	UNIMED becomes an independent Medical insurance Scheme	December, 2018	University Office
10.	Clear all statutory debts and ensure strict compliance with statutory obligations by all new universities at all times.	All statutory debts cleared	June, 2019	TUC

11.	Collect all debts arising from other debtors including current students and clear them before the colleges become new universities.	All debts collected	June, 2019	TUC
12.	Register all properties within 12 months, obtain title deeds and establish legal ownership and possession of land belonging to each new university.	University properties have Title Deeds	December 2019	TUC
13.	Prepare audited financial accounts for each constituent college and University Office.	Audited financial accounts for all Colleges and the University Office prepared	<ul style="list-style-type: none"> • December 2018 for previous financial years. • September 2019 for 2018/19 financial year 	University Office
14.	Transfer to the new universities other Assets at University Office such as office equipment, vehicles after verification by the National Audit Office (NAO).	Assets at University Office verified and transferred to UNIMA	June 2019	TUC
15.	Prepare a detailed breakdown of all 85 outstanding court cases, establish those that can be resolved quickly and those to be	Detailed breakdown of all 85 outstanding court cases	October 2018	University Office

	resolved in the short, medium and long term and conclude before the de-linking process is finalised.	prepared All outstanding cases concluded	December, 2021	TUC/University Councils
16.	In line with new bills: <ul style="list-style-type: none"> Improve management of university finances and ensure proper reporting, transparency and accountability on utilisation of public resources in line with prevailing financial policies and legal instruments. 	Financial Management Policy developed	December 2021	University Councils
	<ul style="list-style-type: none"> Within a period of 1 year, develop internal accounting and financial management policies, including policy on research and consultancy for all new universities. 			
17.	Retire UNIMA Vice-Chancellor and Pro-Vice Chancellor and terminate their employment contracts upon establishment of new universities.	UNIMA Vice-Chancellor and Pro-Vice Chancellor's contracts terminated	March 2019	UNIMA Council
18.	Transfer University Registrar (and 8 selected personnel) to the TU to serve until his retirement and:	<ul style="list-style-type: none"> UR Transferred to TU 	January, 2019	

	<ul style="list-style-type: none"> • Redeploy the rest of the staff from University Office to new universities and wider public service to fill vacancies relevant to their qualifications, skills and experience. 	<ul style="list-style-type: none"> • Rest of staff redeployed 	January 2019	UNIMA Council/SEST
	<ul style="list-style-type: none"> • Retire from employment normally all those that attain statutory retirement age of 60 years by the time the Bills are passed into law. 	<ul style="list-style-type: none"> • Contracts of staff eligible for retirement terminated 	January, 2019	
	<ul style="list-style-type: none"> • Transfer and redeploy to new universities at expiry of the transitional period, staff who served in Transitional Unit and not yet reached mandatory retirement age of 60. 	<ul style="list-style-type: none"> • Staff of TU redeployed 	December, 2021	
19.	Ensure strict compliance with minimum staff-to-student ratios as approved by NCHE and professional bodies from time to time.	Rationalised staff establishment in all Colleges	December, 2020	Councils
20.	Develop strategies that entrench a culture of research and publication by all new universities and ensure that academic staff are continuously promoted to comply with the NCHE minimum seniority profile	Research and Consultancy Policy developed and implemented	December, 2020	Councils

	standard of: 20% professors; 40% senior lecturers and 40% other categories.			
21.	To minimise the interruption of academic calendar due to frequent closure of Universities as a result of industrial action by both students and staff:		On going	Councils
	<ul style="list-style-type: none"> Establish a Tribunal as and when necessary for each university chaired by an independent and experienced arbitrator, who is a retired judge to handle staff and students grievances. 	<ul style="list-style-type: none"> A Tribunal for each university established as and when necessary 	2022	SEST
	<ul style="list-style-type: none"> Create an independent office of the University Ombudsman to manage staff and students grievances in all institutions of higher learning in Malawi. 	<ul style="list-style-type: none"> Independent office of the University Ombudsman established 	December, 2019	Councils
	<ul style="list-style-type: none"> Establish and enter into a Collective Bargaining Agreement to govern the relationship between University Management and Staff Unions by each university. 	<ul style="list-style-type: none"> A Collective Bargaining Agreement developed 	June, 2019	Councils

	<ul style="list-style-type: none"> Develop for each university a code of ethics specifying the acceptable staff conduct and penalties for non-compliance/contravention of established rules of good conduct. 	<ul style="list-style-type: none"> A code of ethics for each University established 		
	<ul style="list-style-type: none"> Develop clear policies and procedures for managing staff discipline at each University specifying acts of misconduct and sanctions for breach of the rules and provisions in the policy as approved by Council. Sanctions to include contract termination and/or dismissal. 	<ul style="list-style-type: none"> New conditions of Service introduced. 	June, 2019	Councils
	<ul style="list-style-type: none"> Develop grievance handling procedures for managing staff and students' complaints at each university. 	<ul style="list-style-type: none"> Grievance handling procedures introduced 	June, 2019	Councils
22.	Develop a clear Expatriate Engagement Policy for each university stipulating the number, qualifications and profile of expatriates to be engaged to enhance programme delivery.	New conditions of Service introduced.	June 2019	Councils

23.	Develop a policy on internationalisation to attract non Malawian students to the new Universities.	A policy on Internationalisation developed	December, 2019	Councils
24.	Scale-up and enhance government funding of Higher Education Students Loans and Grants Board (HESLGB) so that the Board is able to support more needy students.	Government funding of Higher Education Students Loans and Grants Board improved	July, 2019	SEST
25.	Institute and strictly abide by established procedures for scrutinising and selecting beneficiaries of loans and grants to enhance equity and access so that only deserving needy students benefit from the loans and grants.	HESLGB guidelines for selecting beneficiaries developed	July, 2019	SEST
26.	Develop mechanisms for inculcating a spirit of responsibility in Malawian parents and guardians to finance their children's or dependents' University education.	Sensitization workshops for parents and guardians held	Ongoing	SEST
27.	Dissolve University Council and University Office and operationalize new universities once new bills are enacted and passed into Law.	New Councils appointed	March, 2019	SEST

<p>Monitor Council performance to ensure they execute the following priorities:</p>		<p>June, 2019</p>	<p>Councils/ Executive Management</p>
<ul style="list-style-type: none"> • Appoint through a competitive recruitment process and deploy senior executive management team; 	<p>Executive Management Team appointed</p>	<p>December, 2019</p>	<p>Council /Management</p>
<ul style="list-style-type: none"> • Work with executive management team to create character of the new universities by implementing the Acts which created the new universities. 	<p>Relevant Policies, procedures, systems Developed</p>	<p>December, 2019</p>	<p>Council /Management</p>
<ul style="list-style-type: none"> • Develop Operational and administrative Policies, Principles and Procedures covering all portfolios of the new universities including conditions of service, unitary salaries and benefits structures, job evaluation and grading systems, organizational structures and staff establishments, students' rules and code of conduct, and robust consultancy and research policies. 		<p>December, 2019</p>	<p>Council /Management</p>

<ul style="list-style-type: none"> Champion the development of their strategic plans and annual work plans. 	Strategic Plan Developed	December, 2019	Council /Management
<ul style="list-style-type: none"> Introduce a Balanced Scorecard Performance Management system that links institutional strategic objectives with individual annual work plans/targets to institutionalise evidence based rewards and sanctions. 			
<ul style="list-style-type: none"> Introduce individual annual performance contracts with jointly set/agreed performance targets and signed at the beginning of each year and/or appraisal period by supervisors and their subordinates. 	PMS developed and operationalised		
<ul style="list-style-type: none"> For academic personnel, establish annual targets specifying: Total Number of Teaching Days, Total Number of Consulting Days, Total Number of Research Days, Total Number of Publications Per Year and Total Revenues to be generated per annum as part of their Annual Performance 	Work Load Policy for academic developed and operationalised		

	Contract to be signed at the end of the year.			
28.	Name the new Universities <i>and establish location of their central administration as follows:</i> <ul style="list-style-type: none"> • <i>University of Malawi: Zomba</i> • <i>Malawi University of Business and Applied Sciences: Blantyre</i> • <i>Malawi University of Health Sciences: Blantyre</i> 	New Universities named, Logos developed and geographical location publicised	March, 2019	Councils
29.	Critically examine and define niche for each university to minimize programme duplication and ensure that academic programmes are distinct from other public universities in Malawi.	Strategic Plan developed	December, 2019	Council /Management
30	Develop and adopt for each University optimal business-driven, client-focussed, results-and, service-oriented organograms modelled along the Pareto Principle and ensure a more streamlined/lean a staffing establishment where 66% of the positions are in core business and ONLY 33% are in support services.	Rationalised staff establishment in all Universities	December, 2020	Councils

31.	Introduce relevant new academic programmes that are responsive to national needs and socio-economic development priorities of the country.	New Curricula developed	December, 2020	Councils
32.	Ensure government plays a leading governance role as proprietor of the new Universities.	Government policies adhered to by the new Universities	On going	OPC, MOEST, DSC, MOH, DHRMD, MoF, Lands, Department of Physical Planning
33.	Provide financial and other resources required for effective performance of the mandate of the new universities using a results/performance based financing model in line with the approved 5 Year Strategic Plans of the Universities.	Funding contracts developed	Continuous	ST, SEST
34.	Appoint councils, provide policy guidance and ensure that acceptable standards of instruction, education, training and research are maintained in line with prevailing national policies and development agenda.	Councils appointed, M&E framework and standards developed	Continuous	SEST, SH

35.	Develop and implement management and leadership development programmes for all those holding managerial positions to equip them with the requisite competencies in line with clearly identified training needs and organizational priorities of the new universities.	Training and capacity building plan developed and implemented Improved leadership and management competences	December 2019 and continuous	Councils, VC
36.	<p>Establish the following Units at all universities:</p> <ul style="list-style-type: none"> • Planning, monitoring and evaluation under the office of the VC; • Legal Services and HR Services under the office of the University Registrar. The HR Services Unit should have the following sections: Human Resources Management; Performance Management, Training and Career Development; and HR Planning and Projections; • Quality Assurance and Management Section under the Office of DVC academic. • 4 separate sections under the Finance and Investment Divisions of each university: 	Units established and functioning	December 2019	Councils, VC, DHRMD

	Financial Accounts, Revenue Accounts, Management Accounts and Investments Accounts.			
37.	Scale up postgraduate programmes and ensure each university enrolls 40% of its student population on postgraduate programmes.	Developed and approved Scale-up Postgraduate programmes	December 2019	Councils, VCs
38.	Scale up enrolment levels of undergraduate students to target 1:18 staff/students ratio prescribed by NCHE.	Developed and approved Scale-up enrolment plan implemented	<ul style="list-style-type: none"> • December 2019 • Ongoing 	Councils, VCs, NCHE
39.	Embark on robust ODL programmes as one way of scaling up enrolment levels at the new universities.	Developed and approved ODL programme	December 2019	Councils, VCs, SEST
40.	Register new Universities with NCHE within 12 months of inception and get them accredited within the first 2 years of operation.	All universities registered and accredited by NCHE	<ul style="list-style-type: none"> • December 2019 • December 2020 	Councils, VCs, SEST, NCHE
41.	Increase investment in infrastructural projects such as classroom space, Library, office accommodation, hostels, cafeteria, ICT and sports facilities in line with Council approved strategic plans.	Developed and approved infrastructure development plan	December 2019	Councils, VCs

42.	Transfer University Office infrastructure (office buildings /equipment and vehicles) to University of Malawi.	Transferred University Office infrastructure to University of Malawi.	June 2019	Councils, VCs, TUC
43.	Enhance income generating activities and diversify revenue base of new Universities.	Developed and approved diversified income generation strategy	December 2020	Councils, VCs

10. CONCLUSION

This report has presented the background to the de-linking assignment, a brief historical background of the University of Malawi and the need to de-link the UNIMA colleges. It has further presented key findings, analysis, recommendations and an action plan to guide the implementation process. The Taskforce also developed three bills for the establishment of fully fledged universities. These Bills have been submitted under separate cover.

It is clear from the Report that de-linking of the UNIMA colleges to become fully fledged public universities is the preferred approach towards repositioning and re-engineering the UNIMA to meet the Malawi Government's objectives of increased access to higher education; improved quality of higher education and improved governance and operational efficiency and effectiveness.

Implementation of the recommendations advanced in the report, which will commence with the enactment of the bills, is expected to translate into a number of notable benefits for both the new institutions and the entire nation. Some of the likely benefits will include the following: increased access to higher education; improved quality of higher education; improved conflict management approaches to minimise frequent closures so as to uphold academic calendars and improve the reputation and image of the new universities.

It is hoped that implementation of the recommendations of the Taskforce, as advanced in this Report, will promote a smooth de-linking of the four UNIMA constituent colleges and their transformation into three fully fledged universities.

11.0 APPENDICES

Appendix 1: Names and Details of the Taskforce Members

1. Dr. MacPhail Magwira - Chairperson
2. Mr. Harold Kuchande - Member
3. Dr. Tarsizius Nampota - Member
4. Dr. Fritz Kadyoma - Member
5. Dr. Dorothy Namate - Member
6. Pastor Canaan Phiri - Member
7. Prof. Brown Chimphamba - Member
8. Ms. Isabella Mndolo - Member
9. Mr. Justin Saidi, - Ex-Officio, Secretary for Education,
Science and Technology
10. Mr. Mike Majabula - Ex-Officio, representing Secretary for
Human Resource Management and
Development
11. Mr. Stuart Ligomeka - Ex-Officio, Comptroller of Statutory
Corporations
12. Mr. Amani Mussa - Co-opted Member, Ministry of Justice
and Constitutional Affairs

Appendix 2: List of Institutions Consulted by the Taskforce During Data Gathering Exercise

1. University Office
2. The Polytechnic
3. College of Medicine
4. Chancellor College
5. Kamuzu College of Nursing
6. Lilongwe University of Agriculture and Natural Resources (LUANAR)
7. Ministry of Education, Science and Technology (MoEST)
8. Ministry of Health and Population (MoHP)
9. Department of Human Resource Management and Development (DHRMD);
10. Civil Society Education Coalition (CSEC)
11. Parents Association of UNIMA Students (PAUS),
12. National Council for Higher Education (NCHE),
13. Office of the Ombudsman
14. Representatives of student unions of UNIMA colleges
15. The Minister of Education, Science and Technology

**Appendix 3: List of names of individuals consulted per institution
and date of consultation**

27th February 2018

POLYTECHNIC MANAGEMENT

MEMBERS PRESENT

NAME	DESIGNATION
Prof. Grant Kululanga	Principal
Nancy Chitera	Vice Principal
Moses Mwenye	Registrar
Gregory Banda	Assistant Registrar
Gregory Gamula	Dean – Engineering
Dereck Mawiwa	Deputy Dean – Built Environment
Chikondi Jenala	College Finance Officer
Stephan Chimtengo	Dean – Commerce
Diana Mawindo	Ag College Librarian
Peter Mhagama	Dean – PGS
Mary Kamwaza	Dean – EMS
Benard Thole	Dean – Applied Sciences
Luciano Ndalama	Dean of Students

28th February 2018

POLYTECHNIC STUDENTS UNION

MEMBERS PRESENT

NAME	DESIGNATION
Emmanuel Kaliwo	President
Tanangachi Thindwa	Vice President
Duncan Phiri	Catering Director
Noel Dalex Soko	Hostels Director
Yamikani Thomas	UMSU Rep
Zione Daudi	Sports Director
Victor Chikulo	General Secretary
Nelson Kachisi	Executive Director

28th February 2018

COLLEGE OF MEDICINE MANAGEMENT

MEMBERS PRESENT

NAME	DESIGNATION
Mwapatsa Mipando	Principal
George Namandwa	Director, Investments Resource Mobilisation
Nyengo Mkandawire	Dean Medicine
Genezio Mugawa	Finance Officer
Mac Malewa	Vice Principal
John Phuka	Dean School of Public Health and Family medicine
Ajib Phiri	Deputy Dean faculty of Medicine
Fanuel Lampico	Dean Postgraduate
Orama Lipenga	Assistant Registrar Administration
Diston Chiweza	Librarian
Stuart P Chirambo	Assistant Registrar
Joyce K Gondwe	Acting Dean of Students
Steve Kamiza	Associate Professor of Pathology
Victor Mwapasa	Professor of Public Health
Chisomo Msefula	Dean, Biomedical Sciences and Health Professions

28th February 2018

COLLEGE OF MEDICINE STUDENTS UNION

MEMBERS PRESENT

NAME	DESIGNATION
Flexon Ngulinga	President
Benjamin Nikolasi	Secretary General
Lombani Thindwa	Religious Director
Samson Chilambe	Accommodation Director

1st March 2018

CHANCELLOR COLLEGE MANAGEMENT

MEMBERS PRESENT

NAME	DESIGNATION
Prof. R Tambulasi	Principal
Prof. S Sajidu	Vice Principal
Dr S Chiziwa	Dean of Education
Mrs M Wasiri	Registrar
Dr P Kapulula	Dean of Social Science
Dr L Eneya	Dean of Science
Prof W Mulwafu	Dean Postgraduate
Dr J Bakuwa	Dean of Humanities
Dr G Kamchedzera	Dean of Law
Dr M Katundu	Dean Research
Mr S Dindi	Director ICT
Dr J F Mwatseteza	Dean of Students

1st March 2018

CHANCELLOR COLLEGE STUDENTS UNION

MEMBERS PRESENT

NAME	DESIGNATION
Raphael Nedi	President
Vera Agnes Banda	Vice President
Wilton Nyirenda	Special Needs Director
Innocent Chirwa	Deputy Speaker
Stain Gondwe	Deputy Treasurer General
Chinsinsi Kambale	Vice General Secretary
Pindu Banda	Director of Women's Affairs
Raymond Laisi	Treasurer General
Norman Nthendazakana Kumwenda	Speaker
Ephraim Tendai Zulu	Secretary General
Ellington Gopani	UMSU Representative
Dalitso Tembo	Academic Affairs Director
Glory Makuni C Gondwe	Member
Madalitso Scale	Deputy Sports Director
Bright Chimbenje	Sports Director
Gift Symon	Entertainment Director
Fredson Makina	Publications Director

2nd March 2018

MANAGEMENT OF UNIVERSITY OF MALAWI

MEMBERS PRESENT

<u>NAME</u>	<u>DESIGNATION</u>
Prof John Saka	Vice Chancellor
Dr B W Malunga	University Registrar
Mrs E Kafuwa	BP
Mr A Q C Gawa	DUR
Mr H C Chiwaya	UFO
Mrs Catherine Munyanga	SAR (P&HR)
Mr U K Chilumpha	UEDO
Mr D Kasinje	SAFO
Mr Sydney Zintambira	Procurement Officer
Mr Christopher Namagowa	AR (Academic)
Mr Alfred Banda	AR (Communication & Marketing)
EGA Chizimba	SAR (S)
Leah Ntata	UNIMED Director

2nd March 2018

UNIVERSITY OF MALAWI STUDENTS UNION

MEMBERS PRESENT

<u>NAME</u>	<u>DESIGNATION</u>
Yamikani Thomas	Treasurer General
Ephraim Mndinda	Secretary General
Ellington Gopani	Vice President

6th March 2018

KAMUZU COLLEGE OF NURSING MANAGEMENT

MEMBERS PRESENT

NAME	DESIGNATION
Dr Mercy Pindani	Principal
Dr Belinda Gombachika	Vice Principal
Mr Lloyd Kambwiri	Registrar
Mr Masauko Kachigamba	Acting Finance Officer
Dr Gertrude Mwalabu	Dean of Nursing
Masauko Msiska	Head of Department (Basic Studies)
Dr Elizabeth Msiska	Head – Clinical Studies
Chiamiko Chimkwita Phiri	Senior Assistant Registrar
Humphreys Kalele Gunci	Assistant Registrar – HR
Gibson Masache	Dean of Research
Lucy Kululanga	Quality Assurance Director
Angela Chimwaza	Associate Professor
Walusungu Kazembe	Procurement Officer
Grace Zimba	Estates and Development Officer
Diana L Jere	Associate Professor (C+MHN)
Gladys Msiska	Dean Postgraduate Studies
Martha Kamanga	Head Midwifery
Kondwani Wella	College Librarian
Geoffrey Chikhozo	Assistant Registrar (Administration)
Hilbert Kanyoma	Systems Administrator
Misheck Issa	Assistant Registrar & Academic
Thomas Bello	Assistant Librarian

6th March 2018

KAMUZU COLLEGE OF NURSING STUDENTS UNION

MEMBERS PRESENT

NAME	DESIGNATION
Thomas Msampha	President
Ausfai Mnyontho	Vice President
Ulunji Munyonga	Speaker
William Mereka	Secretary General
Kettie Juma	Treasurer General
Samson Mphalabungu	Entertainment Director
Fred Simkonda	Sports Director
Gift Ngwendu	Catering Director
Griefson Gaven	UMSU Representative
Dominic Mitengo	Vice Treasurer
James Kasambala	Publication Director

7th March 2018

LUANAR MANAGEMENT

MEMBERS PRESENT

NAME	DESIGNATION
George Kanyama Phiri	Luanar VC
Lewis B Dzimbiri	Luanar DVC
Phillip Kaonda	University Registrar
Geoffrey F Salanje	University Librarian
Jeremiah Kang'ombe	Professor
Weston Mwase	Director of Quality Assurance

7th March 2018

MINISTRY OF HEALTH OFFICIALS

MEMBERS PRESENT

NAME	DESIGNATION
Dan Namarika	Secretary for Health
George Chithope Mwale	Director – Clinical Services

2nd August 2018

KAMUZU COLLEGE OF NURSING

MEMBERS PRESENT

NAME	DESIGNATION
Mercy Pindani	Principal
Humphreys Gunchi	Assistant Registrar - HR
Thomas Bello	Senior Librarian
Norah Lungu	Secretary
Diana Jere	Associate Director
Lucy Kululanga	Quality Assurance Director
Belinda Gombachika	Vice Principal
Masauko Kachigamba	Acting Finance Officer
Lloyd Kambwiri	Registrar

2nd August 2018

CIVIL SOCIETY EDUCATION COALITION

MEMBERS PRESENT

NAME	DESIGNATION
Kisa Kumwenda	Executive Director Representative

9th August 2018

KAMUZU COLLEGE OF NURSING AND COLLEGE OF MEDICINE

MEMBERS PRESENT

NAME	DESIGNATION
MasaukoMsiska	Lecturer - KCN
Winnie Chilemba	Lecturer - KCN
Bertha Chakhame	Lecturer - KCN
Humphreys Gunchi	Assistant Registrar – HR - KCN
Gertrude Mwalabu	Dean - KCN
Mercy Pindani	Principal - KCN
Belinda Gombachika	Vice Principal - KCN
Gladys Msiska	Dean of Postgraduate - KCN
Elizabeth Chodzadza	Dean of Midwifery – KCN
Chikondi Jenala	CFO – KCN
Martha Kamanga	Head of Midwifery – KCN
Esther Masi	Marketing & Communication Officer – COM
Angela Chimwaza	Prof of Nurses (RH) – KCN
Norah Lungu	Secretary – KCN
Chimwemwe Mula	Head of Clinical Nursing – KCN
Samson Kalulu	Finance – COM
George Namandwa	Director RMI – COM
John Phuka	Dean – School of Public Health and Family Medicine – COM
Gibson Masache	Dean of Research – KCN
Lloyd Kambwiri	Registrar – KCN
Masauko Kachigamba	Assistant Finance Officer - KCN

9th August 2018

PARENTS ASSOCIATION OF UNIMA STUDENTS (PAUS)

MEMBERS PRESENT

NAME	DESIGNATION
Joe Kamalizeni	Member
Cameroon Chilenje	Ex-Member
Paul C Chikwekwe	Chair
Emmilius Ndeleman	Chair – Central
Frank Chinyama	Ex Member
Grace Kanyinji	Treasurer
Jacqueline Somba Banda	Ex member
Joyce Thuwala	Member
Mary Chisulu	Member
Adams Chisati	Vice Chair
McBentry Simwaka	2 nd General Secretary

10th August 2018

NATIONAL COUNCIL FOR HIGHER EDUCATION

MEMBERS PRESENT

NAME	DESIGNATION
Ignasio M Jimu	Chief Executive Officer
Prof Maluwa Banda	Deputy Chief Executive Officer
Elias Selengo	QASA
John Sadalaki	PRPS
Adamson Thengolose	QAMA

15th August 2018

**REVIEW OF DRAFT BILL FOR UNIVERSITY OF MALAWI WITH
CHANCELLOR COLLEGE**

MEMBERS PRESENT

NAME	DESIGNATION
Prof. Richard Tambulasi	Principal
Dr Antonie Chigeda	Director of E-learning
Dr Phillip Kapulula	Dean of Social Science
Dr Levis Eneya	Dean of Science
Dr Jonas Mwatseteza	Dean of Students
Peter Nakoma	College Finance Officer
Dr George Jawali	Faculty of Social Science
Garton Kamchedzera	Dean of Law
Dr Grant Nthala	Faculty Rep Humanities

16th August 2018

REVIEW OF DRAFT BILL FOR MUBAS WITH THE POLYTECHNIC

MEMBERS PRESENT

NAME	DESIGNATION
Japhet Nthala	Students Union President
Dr Harold Mapoma	Deputy Dean Applied Sciences
Salule J Masangwi	Director of Research Centre
Clement Fulano	Assistant Librarian
Eric Chimpesa	Director Management Dev Centre
Peter Bwanali	President UWTU
Dr Peter Mhagama	Dean – Postgraduate Studies
S Chimtengo	Dean – Commerce
Yamikani Chilinde	Assistant Registrar – Ac
Mary Kamwaza	Dean, EMS
Grant Kululanga	Principal
Geoffrey Sakala	CFO
Gregory Banda	AR-HR
Luciano Ndalama	Dean of Studies
Felemant Banda	Rep. For Dean of Built Env.

17th August 2018

COLLEGE OF MEDICINE AND KAMUZU COLLEGE OF NURSING

MEMBERS PRESENT

NAME	DESIGNATION
Masauko Kachigamba	Assistant Finance Officer – KCN
Chikondi Jenala	CFO – KCN
Gibson Masache	Dean of Research – KCN
Gladys Msiska	Dean of Postgraduate studies – KCN
Lloyd Kambwiri	Registrar – KCN
Thomas Bello	Senior Librarian – KCN
Lucy Kululanga	Quality Assurance Director – KCN
Martha Kamanga	Head of Midwifery – KCN
Elizabeth Chodzadza	Dean – Midwifery – KCN
Victor Mwapasa	Professor - COM
Fanuel Lampiao	PG Dean – COM
John Phuka	Dean – SPHFM – COM
Mac Mallewa	Vice Principal – COM
Nyengo Mkandawire	Dean – Medicine – COM

30th August 2018

UNIVERSITY OFFICE MANAGEMENT

MEMBERS PRESENT

NAME	DESIGNATION
Prof T D Saka	Vice Chancellor
Prof AI Mtenje	PVC
Dr B W Malunga	University Registrar
AQC Gawa	Deputy University Registrar
U K Chilumpha	UEDO
A I Banda	AR
C L Mnyanga	SAR (P&HR
D Kasinje	SAFO
Eliya Kuntenga	VIA

4th September 2018

HONOURABLE MINISTER OF EDUCATION, SCIENCE & TECHNOLOGY

MEMBERS PRESENT

NAME	DESIGNATION
Hon Bright Msaka (SC)	Minister of Education, Science & Tech
Mr JAK Saidi	Principal Secretary
Dr Valentino Zimpita	Chief Education Officer

4th September 2018

HONOURABLE OMBUDSMAN

MEMBERS PRESENT

NAME	DESIGNATION
M Chizuma	Ombudsman
Gloria A Namande	Director for Legal and Investigations
Martha Kwengwere	Deputy Director of Investigations
Ellos Lodzeni	Executive Secretary
Arthur Semba	PIO/PPO

Appendix 4: Copy of Self-Administered Questionnaire

TASKFORCE FOR THE DELINKING OF THE UNIVERSITY OF MALAWI

A QUESTIONNAIRE FOR MANAGEMENT OF UNIMA COLLEGES

1.0 Introduction

As you are aware His Excellency the President of the Republic, Professor Arthur Peter Mutharika reconstituted a Task Force to oversee the delinking process of colleges from the University of Malawi. The Terms of reference for the taskforce include undertaking of wide consultations on a number of areas such as managerial structures, systems, processes and procedures to assist the new Universities to operate effectively and efficiently as access to higher education is being widened due to its being a public good. The purpose of this consultation is to obtain your views on how the delinking process should be undertaken and how the new Universities can be established following the delinking process.

Your participation in this consultation process is therefore highly valued. Information that you provide will be managed confidentially.

2.0 Demographic information

Date: _____

Name of College: _____

Number of Informants: Total _____ Male _____ Female _____

a) De-linking process

1) When you heard that the University of Malawi was going to de-link what was your understanding of the de-linking process?

2) What are some of the key issues that need to be taken into account during the delinking process?

3) Can you state these issues in order of priority?

4) What time frame will your college require for the transition from a Unima College to a stand-alone University?

5) What legally binding arrangements do you have with your partners or collaborators?

6) How will these arrangements be affected by the de-linking?

7) Do you have an updated record of your assets and liabilities?
Yes__No__

8) If no, what arrangements is the college making to have these records as soon as possible?

9) What is your latest financial audit report?

10) What do your latest financial statements show about the liquidity of the College?

11) Does your staff complement include expatriates?
Yes___No___

a) If Yes, how many? _____

b) What are their conditions of service?

c) How will their positions be impacted by the delinking?

12) How will students currently enrolled under UNIMA be managed to ensure continuity of their student status and timely graduation during this transition?

13) Does your student body include foreign students?

Yes___No___

a. If Yes, how many?_____

b. How will they be affected by the delinking?

b) Establishment of new University

14) What is the proposed name of your University?

15) Who will be the proprietor (owner) of your University?

16) What will be the roles and responsibilities of the proprietor(owner)?

17) What governing policies and procedures do you have in place which will inform the new University to be set up?

18) What governance structures would you like to have for the new University?

19) What kinds of programmes will your University offer?

20) What will be the staff establishment to implement the proposed programmes, ie, credentials of staff, staff: student ratios, part-time vs full time, academic vs non-academic?

21) What kind of infrastructure does the college have to run as University?

22) What facilities does the college have to support students?

23) How much revenue is being generated for the operation of the college as compared to Government subvention?

24) What strategies does the college have for mobilizing resources for the new University?

25) What measures will be put in place to ensure quality assurance of programmes?

c) General

26) What else would you like to say as the College is delinking and transitioning into a University?

Thank you for your time and contribution!

Appendix 5: Copy of MoHP's Letter Presenting its Official Position on the Merger Between KCN and CoM

REF.NO:CD/55

13th March, 2018

FROM : THE SECRETARY FOR HEALTH AND POPULATION,
P.O. BOX 30377, LILONGWE 3.

TO : THE TASK TEAM LEADER, MALAWI UNIVERSITIES
DEVELOPMENT PROGRAMME (MUDEP)
SECRETARIAT, PRIVATE BAG 314, LILONGWE 3.

Attn: Dr. M. Magwira

RE: DELINKING UNIMA COLLEGES: MINISTRY'S POSITION ON COLLEGE OF MEDICINE AND KAMUZU COLLEGE OF NURSING

Further to the consultative meeting which took place on **7th March, 2018** between your team and the Ministry of Health and Population, I wish to inform you that the subject matter of the consultations was also presented to Senior Management Meeting on **12th March, 2018** and the following is the Ministry's position:

- i) Training of health workers for health (health care professionals) such as nurses, doctors etc has to take place under one roof (i.e. one umbrella university). This approach apart from its efficiency gains, it promotes team building and team work amongst health workers from early days of their training.
- ii) The one umbrella university can then establish faculties or schools under it. For example, School of Medicine, School of Nursing and Midwifery etc. The Deans or Heads of the schools will have to be at par, while the post of the Vice Chancellor will have to be competitive and open to any cadre or individual with the required qualifications and experience.
- iii) With regards to the proposed name of such a University, we are suggesting the name *Malawi University of Health*

Sciences. We find this name as all encompassing and befitting of such an institution primarily dedicated to health worker training.

- iv) Interm of reporting lines between the Ministry of Education, Science and Technology and the Ministry of Health and Population. Our position is that the relevant bill establishing such an umbrella university should make clear provisions to align this university more to the Ministry of Health and Population than the Education Ministry.

I wish to thank you and your team for consulting the Ministry of Health and Population. Should there be any areas for clarification feel free to contact us.



Dr. Dan Namarika
SECRETARY FOR HEALTH AND POPULATION

