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FOREWORD



The Strategic Plan is a result of a robust consultative process which was led by some of the institution's best minds, and contains a well-synthesized wealth of ideas that were carefully captured, discussed, synthesized and summarized into this 5-year Strategic Plan. Thus, the Plan represents collective aspirations of members of the University, partner institutions, and individuals who share common aspirations and quest for excellence, and are committed to participate in its implementation. All operational units of the University should therefore align their focus to this Strategic Plan.

The Plan is student-focused, and aims at advancing knowledge and produce relevant graduates with entrepreneurship skills for agricultural growth, food security, wealth creation and sustainable natural resources management, through teaching, training, research, outreach, consultancy and sound management. As such, the Plan focuses on efficiently attaining rapid growth without compromising on quality of programmes.

A set of five robust Strategic Pillars (with corresponding costs) will guide the University to achieve the aspirations set out in this Plan as follows:

Pillar 1: Teaching and Learning: This pillar focuses on the University's core activity of teaching and learning, and the total cost is MK50, 002,000,000.00.

Pillar 2: Research, Consultancy and Outreach: Owing to the fact that technology, knowledge and innovation are the drivers of sustainable national development, LUANAR places this Pillar at the centre of its business, whose total cost is MK5, 508, 000, 000.00.

Pillar 3: Infrastructure Development: The success of LUANAR will depend to a large extent on the infrastructure that will be available. This pillar underscores the fundamental contributions of factors such as buildings, roads, energy, water and transport. The cost of this Pillar is MK55, 025, 000, 000.00.

Pillar 4: Staff Capacity Building: Staff members play a crucial role in the development and success of the University. This Pillar aims at attracting, developing and retaining well-trained and qualified staff. Total cost associated with this Pillar is MK1, 291, 000, 000.00.

Pillar 5: Governance, Resource Mobilization and Management: LUANAR recognizes the role that good governance, management and resources play in realizing its goals. Pillar 5 will guide in enhancing institutional management, governance, resource mobilization and utilization, with a total cost of MK111, 000,000.00.

The financial implication of the entire strategic plan therefore, is MK111, 937, 000,000.00.

In pursuit of the milestones set out in this Strategic Plan, the University will become an active player in the Economic Recovery Plan (ERP) which is being championed by Government in an effort to improve the country's prospects for socio-economic growth and development through an economic recovery strategy. In addition, the Strategic Plan will aid in the implementation of the Export Diversification Strategy (EDS), the National Education Sector Plan (NESP), and the Malawi Growth and Development Strategy (MGDS II). Together, these national strategies aim to advance the nation to attain Vision 2020 aspirations. On the global level, LUANAR's Strategic Plan would contribute to the Millennium Development Goals (MDGs) and the NEPAD Comprehensive Africa Agriculture Development Programme (CAADP) of the African Union.

Successful realization of such ambitious outcomes largely hinges on a solid partnership between LUANAR and its traditional and new stakeholders, which have always been valuable in Bunda's steady graduation into a University. Therefore, LUANAR will make strategic choices to capitalize on existing and new partnerships in mobilizing and utilizing resources for a common good.

In order to become a world-class University, LUANAR shall assemble the widest possible coalitions and set institutional standards by delivering the outputs that have been spelt out in this Plan. As its first Vice Chancellor, I pledge total commitment to provide leadership for the new University. I call upon staff, students and our esteemed partners to take LUANAR to greater heights.



Professor George Yobe Kanyama Phiri
VICE CHANCELLOR

ACKNOWLEDGEMENT

The Strategic Plan was developed by a Task-team comprising Mr. Henry Mbeza (Chairperson), Dr. Fanny Chigwa, Dr. Tasokwa Kakota, Dr. Alexander Kalimbira, Dr. Charles Masangano and Dr. Kenneth Wiyo. The guidance and advice of the Vice Chancellor is acknowledged. Further, the input of Mr. Moses Limuwa on monitoring and evaluation and the secretarial services of Mrs. Alumbeni Kaombe are also acknowledged. Earlier Bunda College efforts to come up with the SWOT analysis provided input into this Strategic Plan and made the task simpler. Lastly, but not least, the University gratefully acknowledges the valuable input of Deans, Heads of Department and all staff, without which this Strategic Plan could not have been completed in such a short time.

ABBREVIATIONS

AGE	-	Agricultural Engineering
AIDS	-	Acquired Immune Deficiency Syndrome
ARET	-	Agriculture Research and Extension Trust
ASWAp	-	Agriculture Sector Wide Approach
BSc	-	Bachelor of Science
BCA	-	Bunda College of Agriculture
CAADP	-	Comprehensive Africa Agriculture Development Programme
DDoF	-	Deputy Director of Finance
DRAc	-	Deputy Registrar Academic
DRAd	-	Deputy Registrar Administration
DVC	-	Deputy Vice Chancellor
DRO	-	Director of Research and Outreach
DoF	-	Director of Finance
DSA	-	Director of Students' Affairs
ERP	-	Economic Recovery Plan
EDS	-	Export Diversification Strategy
FD	-	Faculty Dean
GPS	-	Global Positioning System
HIV	-	Human Immunodeficiency Virus
HoD	-	Head of Department
ICT	-	Information Communication Technology
IPR	-	Intellectual Property Rights
LCD	-	Liquid Crystal Display
LUANAR	-	Lilongwe University of Agriculture and Natural Resources
MGDS	-	Malawi Growth and Development Strategy
MSc	-	Master of Science
MO	-	Marketing Officer
MOU	-	Memorandum of Understanding
MCC	-	Millennium Challenge Corporation
MDGs	-	Millennium Development Goals
MoH	-	Ministry of Health
M&E	-	Monitoring and Evaluation
NES	-	National Export Strategy
NESP	-	National Education Sector Plan
NRC	-	Natural Resources College
ODL	-	Open and Distance Learning
PCO	-	Programmes Coordinating Office
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal
PhD	-	Doctor of Philosophy
PR	-	Public Relations

PRO	-	Public Relations Officer
SA	-	Systems Administrator
SADC	-	Southern Africa Development Community
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
UEA	-	University External Auditor
UIA	-	University Internal Auditor
UL	-	University Librarian
ULA	-	University Legal Advisor
UNIMA	-	University of Malawi
UR	-	University Registrar
VC	-	Vice Chancellor

EXECUTIVE SUMMARY

The 2012-2017 Strategic Plan is the first for the Lilongwe University of Agriculture and Natural Resources (LUANAR). The broad aim of the plan is to enable the University to take advantage of the opportunities present from an expanding demand for higher education, research and consultancies to become a world class University. Through this plan, the University will address the challenges characterized by increasing problems of access, capacity building, quality, governance and resource mobilization.

The Plan is in line with the Economic Recovery Plan (ERP) which is being championed by Government in an effort to improve the country's prospects for socio-economic growth and development for economic recovery. In addition, the Strategic Plan will aid in the implementation of the Export Diversification Strategy (EDS), the Malawi Growth and Development Strategy (MGDS II) and the National Education Sector Plan (NESP).

The mission of the University is to advance knowledge and produce relevant graduates with entrepreneurship skills for agricultural growth, food security, wealth creation and sustainable natural resources management, through teaching, training, research, outreach, consultancy and sound management. To achieve this, the Plan has five pillars which are based on an analysis of the strengths, weaknesses, opportunities and threats (SWOT). The plan includes a roadmap which serves as a guide to excellence in the first five years of inception, and calls for a systematic approach to implementation of the strategic objectives summarised as follows:-

No.	PILLAR	TOTAL COST (MK 000,000)
1	Teaching and Learning	50,002
2	Research, Consultancy and Outreach	5,508
3	Infrastructure Development	55,025
4	Staff Capacity Building	1, 291
5	Governance, Resource Mobilization and Management	111
	TOTAL COST FOR THE WHOLE PLAN	111,937

The roadmap is a strategic manual for Council, Management, staff, students and stakeholders to direct their efforts, attitudes, values, culture and resources to achieve targets set in the plan. For each target, estimated costs and responsible officers are highlighted.

Successful implementation of this Strategic Plan is on the assumption that the following key factors are in place:-

- Leadership that is visionary, inspirational, strong, determined, resilient, competent, efficient, open, adaptable, accountable and transparent.
- Staff that are well-qualified, competent, results-oriented, accountable, motivated, pro-active, disciplined, trustworthy, ethical and professional.
- Finances that are adequate and well-managed.
- Communications and consultations that are timely, appropriate, relevant and responsive.
- Continued support and cooperation from the Government, the general public, the private sector and development partners.

A Steering Committee, chaired by the Vice Chancellor will oversee implementation of the plan. Middle managers shall regularly report to the Vice Chancellor, progress of their achievements. The Vice Chancellor will in turn report to Council on the status of implementation of the Strategic Plan including progress towards each of the strategic goals. A midterm evaluation will be conducted in 2015, while an end of plan evaluation will be conducted in 2017. LUANAR will follow a counter-factual impact evaluation method to measure the changes emanating from implementation of this Strategic Plan.

CHAPTER 1: INTRODUCTION

1.0 Background

When Malawi attained its independence in 1964, few nationals had any training in agriculture, with most agricultural management positions in Government and the private sector held by expatriate staff. Therefore, Government decided to create a college specifically to train Malawians in the field of agriculture. The inception of Bunda College of Agriculture (BCA) was meant to fulfill this policy. The College was established at the former Bunda Estate of about 1,000 hectares of prime agricultural land that was bought from Major General Hunt who grew tobacco. Government acquired more land from the surrounding communities and now the total area is about 2,000 hectares.

Initially BCA was administered by the Ministry of Agriculture and governed by a Council. On 26th November 1967, the College was launched by His Excellency Ngwazi Dr. Hastings Kamuzu Banda, the first President of the Republic of Malawi and Chancellor of the University of Malawi.

From the humble beginnings of one Faculty of Agriculture and one Department of Animal and Crop Husbandry, the College grew to 3 faculties and 12 academic departments by 2011. By 2011, the College had expanded from initial 15 students and 3 academic staff, to 1802 students and 150 academic staff. The College is now offering 16 BSc, 14 MSc, 5 PhD, 3 Postgraduate diplomas and 1 undergraduate diploma programmes.

In a landmark address to parliament on 24th May 2010, the third State President of Malawi, His Excellency Ngwazi Professor Bingu wa Mutharika shared his vision of establishing six universities within a period of ten years. This was meant to address the problems of limited University access and increase the pool of well-trained human resource in the country that will accelerate socio-economic development of Malawi. One of the new universities to be established was Lilongwe University of Agriculture and Natural Resources (LUANAR). The President directed that LUANAR be created by transforming BCA into a University with integration of Natural Resources College (NRC), Chitedze Research Station, and Agricultural Research and Extension Trust (ARET). LUANAR was therefore created through an Act of Parliament No. 22 of 2011. LUANAR started her operations on 1st July 2012, with Bunda Campus, as the initial institution.

However, a Bill to amend the LUANAR Act of 2011 has been proposed¹ to delink ARET and Chitedze Research Station. This means that eventually only Bunda and NRC campuses will form LUANAR.

The LUANAR Act No. 22 of 2011 provides for transitional matters in Part IX (40)1 and (41) 1 and 2, states that:-

1. Property, assets, funds, liabilities, obligations, agreements and arrangements existing at the commencement of this Act and vested in, acquired, incurred or entered into by, on behalf of the institutions shall, on commencement of this Act, be deemed to have vested in, or to have been acquired, incurred or entered into by, or on behalf of, the University, and shall become enforceable by, or against, the University, to the same extent as they were enforceable by or against the institutions.
2. All appointments of members, Directors and staff of the institutions made prior to the commencement of this Act and subsisting at that date shall be deemed to have been made in accordance with the Act.
3. Any person who, immediately prior to the commencement of the Act is employed by any of the institutions, shall, until otherwise determined by LUANAR Council, be deemed to have been transferred to the employment of the University on the same terms and conditions of service and, for the purpose of rights thereunder, his services shall be regarded as continuous from the date he/she was appointed by the relevant institution.

In the process of operationalizing the above provisions, all members of the University of Malawi Staff, working at Bunda as of 1st July 2012 were transferred to LUANAR.

1

As of 15th February 2013, the Bill was listed for discussion in Parliament

1.1 Objectives of the Strategic Plan

Following enactment of the LUANAR Act, it became necessary to formulate this Strategic Plan to guide the development of the young but dynamic University. This Strategic Plan should enable the University to adapt to, and take advantage of the opportunities present from an expanding demand for higher education, research and consultancies while remaining relevant to its vision and mission in the development of Malawi.

This Strategic Plan is in line with the Economic Recovery Plan (ERP) which is being championed by Government in an effort to improve the country's prospects for socio-economic growth and development for economic recovery. In addition, the Strategic Plan will aid in the implementation of the Export Diversification Strategy (EDS) focusing on value addition to key cash crops. It will also contribute in the implementation of the Malawi Growth and Development Strategy (MGDS II), as a Malawi Government means of attaining Vision 2020 aspirations.

LUANAR as an education institution will contribute to the attainment of the National Education Sector Plan (NESP). At the global level, the Strategic Plan will contribute to the realization of the Millennium Development Goals (MDGs) and the NEPAD Comprehensive Africa Agriculture Development Programme (CAADP) of the African Union.

The referred specific objectives of the Strategic Plan are to:-

- contribute towards sustainable and equitable social, economic and technological development;
- respond to Malawi's need to diversify its economy to include agriculture, natural resources and other sectors;
- expand student access, knowledge generation and utilization;
- promote excellence in student learning, experiences and outcomes;
- guide the provision of quality graduates in sufficient numbers relevant to national human resources needs;

- promote relevant research while playing an influential role in developing public policy through extension, public and community engagement services;
- produce a cadre of students with entrepreneurship skills; and
- address the challenges characterized by increasing problems of access, capacity building, quality, governance and resources mobilization.

CHAPTER 2: SITUATION ANALYSIS AND CHALLENGES

2.0 Introduction

A strategic and effective way to respond to the dynamic changes surrounding the University is to adapt to trends through understanding of the external and internal environment in which it operates. The analysis of the internal environment leads to identification of strengths and weaknesses while the analysis of external environment leads to opportunities and threats. In the case of this Strategic Plan, the strengths, weaknesses, opportunities and threats (SWOT) were initially identified through consultations with staff at Bunda Campus and Stakeholders in 2011. The SWOT analysis was also informed by political, economic, social, technological, environmental and legal (PESTEL) analysis. However, the SWOT analysis and strategic needs of NRC will be reflected at the time of joining LUANAR.

2.1 LUANAR Pillars

This Strategic Plan identifies the following five pillars:

Pillar 1. Teaching and Learning

The core activities of any University are teaching and learning. It is essential therefore, that LUANAR creates a focus on this pillar in its strategic plan.

Pillar 2: Research, Consultancy and Outreach

Research is the backbone of national development. Competitiveness and prosperity in the 21st century will be based on technology, knowledge and innovation. The role of research and innovations in the economic development cannot therefore, be overlooked. The University will therefore have a focus on research, consultancy and outreach. The institution shall seek to integrate agriculture, climate change, natural resources, environmental management and related issues.

Pillar 3: Infrastructure Development

The success of LUANAR will depend to a large extent on the infrastructure that will be available. This pillar underscores the fundamental contributions of factors such as buildings, Roads, energy, water and transport.

Pillar 4: Staff Capacity Building

Staff members play a crucial role in the development and success of the University. Untrained and poorly qualified staff would lead to poor quality teaching, research and outreach. This Strategic Plan aims at attracting, developing and retaining well-trained and qualified staff.

Pillar 5: Governance, Resource Mobilization and Management

LUANAR recognizes the role that good governance, management and resources play in realizing its goals. This pillar aims at enhancing management, governance, resource mobilization and utilization.

2.2 SWOT Analysis

PILLAR 1: Teaching and Learning

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Newly established University, with highly qualified and experienced staff capable of offering programmes in Agriculture and Natural Resources.	Fewer students trained per lecturer. Inadequate teaching and learning facilities. Limited use of modern technologies in delivery of programmes. e. g. for e-learning. Long distance from town.	High demand for University programmes in agriculture and natural resources. Continued interest by Government and donors in agriculture and natural resources programmes. Agriculture is still on high Government priority in line with MGDS II and NES.	Emerging private universities and colleges competing for students. Emerging local and international universities providing alternative modes of delivery in higher education. Uninterested students admitted. Inadequate scholarships. Poor accommodation and catering standards could cause students to seek other institutions.
Stable University calendar.	Dependence on Government subvention.	LUANAR calendar aligned with agriculture season and Government	Student and staff impasses.

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
		school calendar	
LUANAR through Bunda has established a reputation of excellence in the region and internationally.	Inadequate marketing of programmes. Limited coordination of international students.	High demand for programmes and services in agriculture and natural resources within the region.	Growing competition with other regional universities.
40% of students are female which is above the SADC target.	Inadequate female students' hostels. Inadequate purpose built facilities.	Government and development partners' policies supporting gender inclusiveness. Development partners willingness to provide scholarships for female students.	Few females meeting entry requirements for the University. Poor academic performance due to sub-standard accommodation, catering and learning facilities.

Pillar 2: Research, Consultancy and Outreach

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Institutional research track records evident by existence of many donor-funded projects and research links.	Inadequate dissemination of research results. Knowledge not commercialized. Research agenda determined by funding agencies and collaborators.	Growing need for evidence-based decision making. Institutions abroad looking for partnerships in research. Existence of researchable issues within the Government's major policy documents.	Reliance on externally generated knowledge and technology. Shifting donor policies and priorities.
Access to free electronic journals.	Limited ICT skills among some staff members and students. Limited subscription to e-journals.	Availability of fibre optic cables with high band width. Availability of wireless technology.	High cost of subscriptions. Power outages.

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Availability of specialists, experts and professionals in agriculture and natural resources.	<p>Low research journal output per unit PhD person.</p> <p>Inadequate mentorship of upcoming researchers.</p> <p>Lack of IPR policy to guide and motivate researchers.</p> <p>Lack of LUANAR budget line funding for research.</p> <p>Consultancies not benefiting institution.</p> <p>Inadequate resources for outreach.</p>	<p>Availability of local and international research grants.</p> <p>Availability of local and international consultancies.</p> <p>Promotion of Knowledge based economy.</p>	<p>Brain drain.</p> <p>HIV/AIDS pandemic.</p>
Presence of research committees, centres and coordinating units.	Lack of LUANAR budget line funding for research.	<p>Promotion of Knowledge based economy.</p> <p>Growth of the natural resources (e. g. mining) in Malawi.</p>	<p>Emergence of international research centres and satellite University research institutes.</p> <p>Poor economic and political environment.</p>

PILLAR 3: Infrastructure Development

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Existence of basic teaching and learning infrastructure.	Inadequate infrastructure.	Availability of enabling Government policies such as National Education Sector Plan (NESP), Agriculture Sector Wide Approach (ASWAp). Existence of Private-Public Partnership framework.	Competition for public resources for infrastructure development.
Availability of land for commercial farming, construction of infrastructure and recreation facilities.	Inadequate financial resources. Poor land property management. Poor operational management of Bunda Farm. Poor utilization of forest resources. Being far away from town. Lack of social and economic amenities.	Potential to raise revenue through concession and sub-leasing. Growing number of students requiring hostel accommodation.	Land encroachment by surrounding communities.
Existence of utilities (water, electricity, sewage, tarmac road and telecommunication).	Inadequate electricity and unreliable supply. Shortage of water. Inadequate capacity of sewage system. Inadequate Information Communication Technology (ICT) and telecommunications systems.	Planned construction of Diamphwe water dam and treatment works. Millennium Challenge Corporation (MCC) upgrading of electricity network. Existence of optic fibre and wireless technologies.	Changing policies and priorities of development partners.

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Existence of a Health Centre.	Inadequate capacity of the Health Centre. Inadequate medical staff. Inadequate equipment and facilities.	The existence of University medical scheme ensures sustainability Existence of Health SWAP.	MoH absorbing the Health Centre to be part of their system.

Pillar 4: Staff Capacity Building

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Availability of human resource in ICT.	Inadequate will by Management to support (ICT) demands. Low usage of available ICT facilities.	Availability of donations for ICT equipment. Existence of MAREN to lobby for lower bandwidth rates.	High demand for ICT experts on the wider job market. Fast changing ICT technologies.
Capability to train its own academic and administrative staff.	Limited financial support. Lack of proper succession plans for staff development. Limited orientation of new staff. Lack of mentorship programmes for new staff.	Existence of collaborative regional and sandwich postgraduate programmes. Availability of some scholarships. Availability of a mixture of new and experienced qualified staff as well as competent staff at all levels. Institutions for higher training available locally, regionally and internationally.	Knowledge in breeding challenges. Brain drain.

PILLAR 5: Governance, Resource Mobilization and Management

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Operational management in place.	<p>Inadequate capacity to manage University records.</p> <p>Inadequate leadership, management and administrative skills.</p> <p>Poor communication systems at all levels.</p> <p>Lack of professional ethics among some staff members.</p>	<p>Availability of off-shelf and tailor made management software systems.</p> <p>Existences of literature and models for higher education institutional reforms.</p> <p>Availability of institutions providing training and services in governance and management.</p>	<p>Unfavorable judicial decisions.</p> <p>Political interference in decision making.</p> <p>Excessive litigation disrupting University activities.</p>
LUANAR Act is in place.	<p>Weak enforcement of decisions, rules, policies and regulations.</p> <p>Statutes and Conditions of Service not yet in place.</p> <p>Key staff not in place</p>	<p>Conducive legislative environment.</p> <p>Support for higher education by Government and development partners.</p>	<p>Limited consultation on key legal issues.</p> <p>Changes in Government priorities.</p>
Capacity to mobilize financial resources from internal and external sources.	<p>Inadequate institutionalization of resource mobilization at all levels.</p> <p>Lack of aligning strategic activities to Government policies for possible funding.</p> <p>Low visibility of University programmes and services.</p> <p>Student tuition not based on cost recovery.</p>	<p>Availability of other sources of higher education financing.</p> <p>High demand for higher education.</p> <p>High demand for agriculture and natural resources products.</p>	<p>Increased number of higher education institutions competing for same public resources.</p> <p>Political interference.</p>

STRENGTH	WEAKNESS	OPPORTUNITY	THREAT
Availability of financial management systems and software.	<p>Inefficiencies in finance, grants, procurement and stores.</p> <p>Lack of integration of systems within the University.</p>	Availability of ICT.	<p>Fraud.</p> <p>Corruption.</p>

CHAPTER 3: INSTITUTIONAL FRAMEWORK

3.0 Introduction

The ultimate aim of this chapter is to introduce the aspirations of LUANAR and how it is managed. It describes LUANAR's vision, mission, aims and objectives. Needless to say, a critical mass of managers of the institution, guided by the tenets of core values is a necessary pre-condition. This will provide leadership in excelling the University to the world class status that it aspires to achieve. As other institutions are integrated into the University according to provisions of the University Act, the organisational structure will be modified to accommodate the additional administrative and academic needs of the University.

3.1 Vision Statement

To be a world class University.

3.2 Mission Statement

To advance knowledge and produce relevant graduates with entrepreneurship skills for agricultural growth, food security, wealth creation and sustainable natural resources management, through teaching, training, research, outreach, consultancy and sound management.

3.3 Aims and Objectives of LUANAR

The aims and objectives of the University include:-

- to provide quality education and training in agricultural and natural resources sciences, engineering and irrigation technologies, agro-processing, entrepreneurship, trade, climate change adaptation, sustainable utilization of natural resources and environmental preservation for socio-economic development;
- to encourage the advancement, dissemination and commercialization of research;

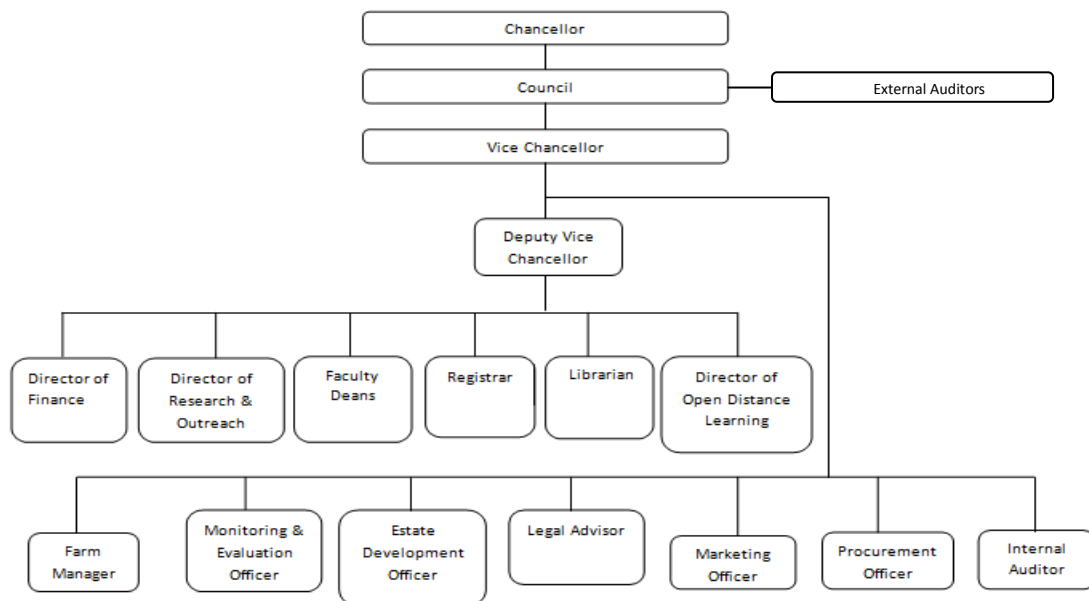
- to promote industrial growth through research and dissemination of knowledge and skills;
- to establish and support science and technology innovation centres of excellence for industrial production and manufacturing of value-added agricultural and natural resource products;
- to develop partnerships with relevant industries for the generation, transfer, adoption and application of technologies;
- to develop into an institution of excellence in teaching, learning, training, Information Communication Technology (ICT), e-learning and research in science, technology and biotechnology;
- to promote practical University education, research and training so as to respond to the needs of Malawi, Africa and the World;
- to demonstrate and promote entrepreneurship among its students;
- to provide specialist training in such subjects as may be found desirable by the University Council and the nation; and
- to provide opportunities and facilities for accessing information in support of the programmes of the University.

3.4 Values

All staff members shall strongly uphold the following core values:-

- Innovativeness
- Integrity
- Excellence
- Environmental stewardship
- Openness and Transparency
- Professionalism

3.5 Management structure



3.6 Policy on Non-Discrimination

The University shall not discriminate against any person because of race, colour, ethnic origin, political affiliation or opinion, religion, or sex in respect of the appointment of any person as a Staff Member of the University, registration of any person as a student, or the right of any person to hold any advantage of the privilege of the University. The University shall ensure that the Senate, any statutory committee, or responsible officer of the University shall not practice such discrimination in any instance.

CHAPTER 4: STRATEGIC OBJECTIVES AND DIRECTION

4.0 Introduction

The next step after analysing the current strengths, weakness, opportunities and threats of LUANAR was to come up with appropriate strategies to move the University towards its vision to become a centre of excellence. The major direction was to develop strategies that will address the weaknesses while taking advantage of the strengths, opportunities and recognising the threats. These are presented in the tables below.

PILLAR 1: TEACHING AND LEARNING

Strategic objective	Strategies	Baseline	Verifiable target
To improve staff student ratio from 1:12 to 1:20	Increase total student population in each degree Programme.	1,603	5,000 Undergraduate Students
		172	300 Masters students
		27	50 PhD students
To increase teaching and learning facilities.	Increase no. of laboratories and workshops.	1	8 Science labs of 120 students capacity
		0	4 Engineering workshops of 50 students capacity
		6	6 Field laboratories
		0	2 Pilot food processing.
	Increase no. of lecture rooms.	0	4 Lecture theatre of 400 seat capacity
		0	1 Auditorium of 2,500 sitting capacity
		1	8 Lecture rooms of 200 seat capacity
		1	12 Lecture rooms of 100 seat capacity
		0	8 Postgraduate study/ Offices for 50 students
		0	8 Postgraduate study/ Offices for 50 students
	Increase library capacity.	600	1,500 Reading space
		100	5, 570m ² book storage space
		6	22 Offices
		55,000	200,000 books and periodicals.
		20	100 Print journal subscription
		1,700	2,000 e-journal subscription
		0	1 Printing press and bindery
		0	1 Repository deposit policy
	Acquire laboratory/	20	50 Various major equipment

Strategic objective	Strategies	Baseline	Verifiable target
To make LUANAR competitive.	workshop equipment.	100	500 Computers
	Increase staff offices	50	120 Offices
	Improve marketing of LUANAR programmes.	0	5,000 Brochures/fliers
		0	20 Media adverts
		0	10 Billboards
		0	30 Career talks per year
		0	1 Prospectus
		1	1LUANAR website updated regularly
	Establish quality assurance system.	0	1 x Quality assurance unit
		0	1 Quality assurance guideline
		0	1 Appoint one academic staff
	Prioritize LUANAR's focus areas.	0	1 Workshop with stakeholders
	Develop accommodation and catering standards for students.	0	1 Standard
To provide scholarships.	Increase undergraduate students' scholarships.	30	40 Students per year
	Increase MSc students scholarships.	25	35 Students per year
	Increase PhD student's scholarships.	2	5 Students per year
To promote use of modern technologies in delivery of programmes.	Introduce e-learning in selected programmes.	0	1 Training of staff per year
		0	1 Development of e-learning materials and modularization.
		0	1 Procure e-learning unit.
		0	1 Operationalize e-learning
	Introduce variety of teaching resources.	10	100 White boards
		15	100 LCD
		0	1 Video conferencing facility
		20	100 Laptops
To maintain a stable University calendar.	Reduce dependency on Government subvention.	72%	60% Government money
To market LUANAR locally, regionally and globally	Improve marketing of LUANAR programmes.	0	5,000 Brochures/fliers
		0	20 Media adverts
		0	10 Billboards
		0	30 Career talks per year
		0	1 Prospectus
	Improve coordination of international students' affairs.	0	1 x International student office.
		0	1 x International students union.
To increase the	Increase female students'	4	5 Hostels of 200 bed space

Strategic objective	Strategies	Baseline	Verifiable target
proportion of female students from 40 to 50%.	hostels.		
	Improve existing buildings to make them suitable for females.	0	50 Sanitary disposal facilities
		0	1 Child care facility (0-5 years)

PILLAR 2: RESEARCH, CONSULTANCY AND OUTREACH

Strategic objective	Strategies	Baseline	Verifiable target
To increase research output and dissemination.	Improve dissemination of research results.	1	1 Field day per year
		1	2 Media discussion or articles per week
		0	1 Research dissemination conference per year
		1	1 LUANAR Journal per year
	Commercialize innovations.	0	1 x IPR policy
		0	1 Business incubator per year
	Increase local funding for Research.	0%	1% of LUANAR Government subvention.
To widen access to journals.	Establish partnerships with other research institutions.	5	15 MOUs
	Enhance ICT skills among staff members and students.	0	1 Training of staff and postgraduate students per year
	Increase subscription to e-journals.	1,700	2,000 e-journals
	Increase subscription to print journals.	20	100 print journals
	Widen access to wireless technology for communications.	0	1 Campus wide wireless up to 10 km.

Strategic objective	Strategies	Baseline	Verifiable target
To increase availability of specialists, experts and professionals in agriculture and natural resources.	Increase refereed publications per PhD student.	0	1 training in scientific writing that targets publication
	Strengthen mentorship of upcoming researchers.	0	1 team of senior academic staff to peer review manuscripts
	Develop IPR policy to guide and motivate researchers.	0	1 IPR policy
	Introduce LUANAR budget line funding for research.	0	1% of LUANAR Government subvention
	Increase funding for outreach.	0	1% of LUANAR Government subvention
	Develop HIV/AIDS policy.	0	1 LUANAR HIV/AIDS policy
	Increase number of short courses	15	25 Short courses
To improve outreach programmes	Introduce LUANAR budget line funding for outreach.	0	1% of LUANAR Government subvention
		1	1 Field day per year
		1	2 Media discussion and articles per week
		0	1 Research dissemination conference per year
		1	1 LUANAR Journal per year

PILLAR 3: INFRASTRUCTURE DEVELOPMENT

Strategic objective	Strategies	Baseline	Verifiable target
To increase basic teaching and learning infrastructure.	Increase no. of laboratories and workshops.	1	8 Science labs of 120 students capacity
		0	4 Engineering workshops of 50 students capacity
		6	12 Field laboratories
		0	2 Pilot food processing.
	Increase no. of lecture rooms.	0	4 Lecture theatre of 400 seat capacity
		0	1 Auditorium of 2,500 sitting capacity
		1	8 Lecture rooms of 200 seat capacity
		1	12 Lecture rooms of 100 seat capacity

Strategic objective	Strategies	Baseline	Verifiable target
To increase basic teaching and learning infrastructure.		0	8 Postgraduate study/ Offices for 50 students
	Increase library capacity.	600	1,500 Reading space
		100	5, 570m ² Book storage space
		6	22 Offices
		0	12 Discussions rooms
		0	1 Printing press and bindery
	Increase staff offices.	50	120 Offices
		0	1 Satellite campus
	Construct Veterinary building shell.	0	1 Building shell
To use available land for commercial farming, construction of infrastructure and recreation facilities.	Increase financial resources.	0	1 Resource mobilization strategy
		0	1 Resource mobilization officer
	Improve land property management.	0	1 Transfer deed from UNIMA to LUANAR
		0	1 Re-survey with GPS coordinates and construct beacons
		0	1 Reclaim encroached land
	Improve management of Bunda Farm.	0	1 Business plan
		0	1 Operationalize business plan
		1	1 Re-invigorate Farm Committee
	Improve management of Bunda forest reserve.	3.2 %	1% Arrest deforestation
		0	3 Recruit Forest staff
		10,000	20,000 Trees planted per year
	Provide facilities for students and staff.	0	1 Satellite campus in Lilongwe city
		195	245 Staff houses
		1	4 x 70 Seat coaches
		5	15 x Utility vehicles
		1	3 Car parks for existing buildings
	Improve social and economic amenities for students and staff.	0	1 Commercial centre
		0	1 Sports complex
		0	1 Child care centre
		0	Stadium

Strategic objective	Strategies	Baseline	Verifiable target
To improve medical services.	Increase capacity of Health Centre.	4	50 Bed space
	Increase medical staff.	8	16 Staff
	Acquire equipment and facilities.	0	5 Major equipment
To improve the capacity of utilities (water, electricity, sewage, tarmac road and telecommunication)	Improve electricity supply.	1	4 Backup generators
	Improve water supply.	0	1 x Water harvesting for student's hostels
		5	12 Emergency boreholes
	Improve road network.	5	10km tarmac
	Increase capacity for sewage system.	600	10,000 People capacity sewage system (2)
	Improve ICT and telecommunications systems.	0	1 Campus-wide wireless up to 10km

PILLAR 4: STAFF CAPACITY BUILDING

Strategic objective	Strategies	Baseline	Verifiable target
To improve ICT services.	Increase usage of ICT services.	0	1 Training of staff per year
		100	200 Personal computers
		100	200 Printers
		20	30 Photocopiers
To train staff.	Develop a policy on staff training.	0	1 In-house training policy
	Source scholarships.	8	20 Scholarships
	Develop succession plan.	0	1 Guideline for succession plan
	Orient new staff.	0	1 x staff orientation manual including communication
		0	1 Orientation training per year
	Introduce mentorship for staff.	0	1 Guideline for mentorship programmes
		0	1 Training of mentors once every five years

PILLAR 5: GOVERNANCE, RESOURCE MOBILIZATION AND MANAGEMENT

Strategic objective	Strategies	Baseline	Verifiable target
To improve management functions.	Improve management of University records.	0	1 Robust system for records (archives, databases, etc.)
		0	1 Training of staff every three years
		0	1 System for accessing University services in place
		0	1 Electronic student and staff records system in place
		0	Recruit competent and qualified staff (1 x UR, 1 x DRAC, 1 x DRAd)
	Enhance leadership, management and administrative skills.	0	1 Training on management, leadership and communication skills for new office bearers every year
		0	1 Orient all staff members transferred into LUANAR on management systems and work ethics
	Improve communication systems at all levels.	0	1 Assign public relations duties to marketing officer
	Raise awareness on professional ethics among staff members.	0	1 Manual on professional conduct (confidentiality, ethics, etc.)
	Reinforce decisions, rules, policies and regulations.	0	1 Orient Management staff on the importance of reinforcing rules, policies and regulations.
To operationalize LUANAR Act.	Put in place Statutes and Conditions of Service.	0	1 Statutes and Conditions of Service approved
		0	1 Students Regulation, Disciplinary and Assessment Rules approved
	Complete processes for integrating NRC into LUANAR.	0	1 NRC integrated into LUANAR
	Recruit key staff	0	1 x VC; 1 x DVC; 1 x UR; 1 x DoF; 1x UL; 1 x UIA; 1 x ULA and 1 x MO

Strategic objective	Strategies	Baseline	Verifiable target
To mobilize financial resources from internal and external sources.	Put in place mechanism for mobilization of resources.	0	1 Resource mobilization strategy
		0	1 Resource mobilization officer
	Align strategic activities to Government policies for possible funding.	0	2 Project proposals per year
	Embark on vigorous mobilization of financial resources from development partners.	6	12 Funded Projects
	Increase visibility of University programmes and services.	0	5,000 Brochures/fliers
		0	20 Media adverts (including website)
		0	6 Billboards
		0	30 Career talks per year
		0	1 Prospectus
	Develop an economic fee structure for LUANAR students.	0	1 Analysis of fee structure
		0	1 Fee structure
To improve financial management systems.	Improve efficiency in finance, grants, procurement and stores.	0	1 Upgrading and integrating financial management systems
		0	1 Training in financial, grants management, procurement and store keeping
		0	Recruit competent and qualified staff (1 x DoF, 2 x DDoF, 3 x Accountants)
	Integrate management systems within the University.	0	1 Integrated management information system in place
		0	1 System for accessing University services in place

CHAPTER 5: ROADMAP

5.0 Introduction

LUANAR's road to excellence in the first five years of inception calls for a systematic approach to implementing the strategic objectives developed in Chapter 4. This chapter highlights the milestones, estimated costs and responsible officers answerable to the identified targets for each of the strategies under each pillar, in order to develop a clear roadmap.

The Roadmap serves as a strategic manual for council, management, staff, students and stakeholders to direct their efforts, attitudes, culture and resources. Use of the roadmap will not only enable LUANAR to measure attained targets in the five years, but also allow for accountability and realignment of strategies for successful implementation. Some explanatory notes are included in the Annex.

The table below shows the LUANAR's roadmap.

Strategy	Indicator	Schedule (year 20..)					Responsible officer
		12/13	13/14	14/15	15/16	16/17	
PILLAR 1: TEACHING AND LEARNING							
Goal 1: To improve staff student ratio from 1:12 to 1:20							
Increase total student population in each degree programme.	Undergraduate students	2,500	2,800	3,500	4,000	5,000	UR
	Masters students	182	220	250	275	300	UR
	PhD students	30	35	40	45	50	UR

Goal 2: To increase teaching and learning facilities							
Increase library capacity.	1,500reading space	0		0	0	0	DVC
	5,770m ² book storage space	0		0	0	0	DVC
	22 offices	0		0	0	0	DVC
	12 Discussions rooms	0		0	0	0	DVC
	1 Printing press and bindery	0		0	0	0	DVC
	1LUANAR website updated regularly	1	1	1	1	1	SA
	Total 200 (000) books and periodicals	55	85	125	165	200	UL
	100 Print journal subscription	0		0	0	0	UL
	2,000 e-journal subscription	0		0	0	0	UL
Acquire laboratory/worksh op equipment.	50 Various major equipment	0	10	10	15	15	DVC
Increase staff offices.	120 Offices	0	0	30	60	30	DVC
Goal 3: To make LUANAR competitive.							
Improve marketing of LUANAR programmes.	Brochures/fliers						MO
	Media adverts						
	Prospectus						
	Billboards	2	2	1	1	0	
	Career talks per year						
Establish quality assurance system	Quality assurance unit	0	1	0	0	0	VC
	Quality assurance guidelines	0	1	0	0	0	
	Appoint one academic staff (part-time)	0	1	0	0	0	
	Prioritizing LUANAR focus areas	0	0	1	0	0	DVC
Develop accommodation and catering standards for students	Standard	1	0	0	0	0	VC

Goal 4: To provide scholarships							
Increase students' scholarships.	Undergraduate students per year	40	40	40	40	40	Director of Students Affairs
	MSc students per year	35	35	35	35	35	Dean of Postgraduate Studies
	PhD students per year	5	5	5	5	5	
Goal 5: To promote use of modern technologies in delivery of programmes							
Introduce e-learning in selected programmes.	Training of staff per year	1	1	1	1	1	SA
	Development of e-learning materials and modularization.	0	1	1	1	1	Deans
	Procure e-learning equipment	0	1	0	0	0	SA
	Operationalize e-learning	0	0	1	1	1	HoD of ODL
Introduce variety of teaching resources.	White boards	10	20	30	30	10	UR
	LCD Projector and laser pointers	12	20	40	18	10	UR
	Video conferencing facility	0	1	0	0	0	SA
	Laptops	12	20	40	18	10	UR
Goal 6: To maintain a stable University calendar.							
Reduce dependency on Government subvention.	Government money	72%	70%	67%	65%	60%	VC
Goal 7: To market LUANAR locally, regionally and globally.							
Improve marketing of programmes.	5,000 Brochures/fliers						MO
	20 Media adverts						
	1 Prospectus						
	10 Billboards						
	30 Career talks per year						
Improve coordination of international students.	International student office.	0	1	0	0	0	Director of Students Affairs
	International students union.	0	1	0	0	0	Director of Students Affairs

Goal 8: To increase the proportion of female students from 40 to 50%.							
Increase female students' hostels.	5 hostels of 200 bed space	0	1	1	2	1	DVC
Improve existing buildings to make them suitable for females.	Sanitary disposal bins	10	10	10	10	10	Director of Students Affairs
PILLAR 2: RESEARCH, CONSULTANCY AND OUTREACH							
Goal 1: To increase research output and dissemination.							
Improve dissemination of research results.	Field day per year	1	1	1	1	1	MO
	Media discussion or articles per week	104	104	104	104	104	MO
	Research dissemination conference per year	1	1	1	1	1	DRO
	LUANAR Journal per year	1	1	1	1	1	DRO
Commercialize innovations.	1 x IPR policy	0	1	0	0	0	DVC
	1 Business incubators per year	1	1	1	1	1	DRO
Increase local funding for research	1% of LUANAR Government subvention.						DoF
Establish partnerships with research institutions.	MOUs with other research institutions	2	2	2	2	2	DVC
Goal 2: To widen access to journals.							
Enhance ICT skills among staff members and students.	1 Training of staff and postgraduate students per year						SA
Increase subscription to e- journals.	E-journal subscriptions						UL
Widen access to wireless technology for communication.	1 Campus wide wireless	0	1	0	0	0	SA

Goal 3: To increase availability of specialists, experts and professionals in agriculture and natural resources							
Increase research output per PhD student.	1 training in scientific writing that targets publication	0	1	0	1	0	DRO
Strengthen mentorship of upcoming researchers	1 team of senior academic staff to peer review manuscripts	0					DRO
Develop IPR policy to guide and motivate researchers.	1 IPR policy						DVC
Introduce LUANAR budget line funding for research.	1% of LUANAR Government subvention						
Develop HIV/AIDS policy.	1 LUANAR HIV/AIDS policy	0	1	0	0	0	UR
Increase number of short courses	25 Short courses	15	17	20	22	25	DRO
Goal 4: Improve outreach programmes.							
Introduce LUANAR budget line funding for outreach.	1% of LUANAR Government subvention						MO
	1 Field day per year						MO
	2 Media discussion or articles per week						DRO
	1 Research dissemination conference s per year						DRO
	1 LUANAR journals per year						MO

PILLAR 3: Infrastructure Development							
Goal 1: To increase basic teaching and learning infrastructure.							
Increase no. of laboratories and workshops.	8 Science labs of 120 students capacity						DVC
	4 Engineering workshops of 50 students capacity						
	6 Field laboratories						
	2 Pilot food processing.						
Increase no. of lecture rooms.	4 Lecture theatre of 400 seat capacity						DVC
	1 Auditorium of 2,500 sitting capacity						
	8 Lecture rooms of 200 seat capacity						
	12 lecture rooms of 100 seat capacity						
	8 postgraduate study/ Offices for 50 students						
Increase library capacity.	1,500 reading space						DVC
	5, 570m ² book storage space						
	22 offices						
	1 Printing press and bindery						
Increase staff offices	120 offices						DVC
	1 Satellite campus						
	50 staff houses						
Construct Veterinary building shell	1 Building shell	1	0	0	0	0	

Goal 2: To use available land for commercial farming, construction of infrastructure and recreation facilities							
Increase financial resources.	1 Resource mobilization strategy						VC
	1 Resource mobilization officer						
Improve land property management	1 Transfer deed from UNIMA to LUANAR	1	0	0	0	0	UR
	1 Re-survey with GPS coordinates and construct beacons	1	0	0	0	0	UR
	1 Reclaim encroached land	1	0	0	0	0	VC
	1 Re-invigorate Farm Committee	1	1	1	1	1	DVC
Provide facilities for students and staff	1 Satellite campus in Lilongwe city	0					UR
	245 staff houses	0	0	10	20	20	DVC
	4 x 70 seater coaches	0	1	1	1	0	UR
	15 x Utility vehicles	0	2	3	2	3	UR
Improve social and economic amenities	1 Commercial centre	0	1	0	0	0	VC
	1 Stadium	0	0	0	0	1	VC
Goal 3 : To improve medical services							
Increase capacity of health centre	50 bed space	0	0	1	0	0	DVC
Increase medical staff.	16 staff	0	2	2	2	2	UR
Acquire equipment and facilities.	5 Major equipment	0	1	1	1	2	UR

Goal 4:To improve the capacity of utilities (water, electricity, sewage, tarmac road and telecommunications)							
Improve electricity supply.	Backup generator	0	1	1	0	0	UR
Improve water supply	Water harvesting for student’s hostels	0	1	0	0	0	Head of AGE
	Emergency boreholes	0	7	0	0	0	UR
Increase capacity for sewage system.	10,000 people capacity sewage system (2)	0	1	1	0	0	DVC
Improve road network	10km tarmac	5	6	7	8	10	DVC
Improve ICT and telecommunicatio ns systems.	I campus wide wireless						SA
PILLAR 4: STAFF CAPACITY BUILDING							
Goal 1:To improve ICT services							
Increase usage of ICT services.	1 Training of staff per year						SA
	200 Personal computers	0	50	50	0	0	
	200 Printers	0	25	25	0	0	
	30 Photocopiers	0	5	5	0	0	
Goal 2: To train staff.							
Develop a policy on staff training.	In-house training policy	0	1	0	0	0	UR
Source scholarships.	Scholarships	0	5	5	5	5	DVC
Develop succession plan.	Guideline for succession plan	1	0	0	0	0	UR
Orient new staff.	Staff orientation manual including communication	1	0	0	0	0	UR
	Orientation training per year	0	1	1	1	1	UR
Introduce mentorship for new staff.	Guideline for mentorship programmes	0	1	0	0	0	VC
	Training of mentors once every five years	0	1	0	0	0	VC

PILLAR 5: GOVERNANCE, RESOURCE MOBILIZATION AND MANAGEMENT							
Goal 1: To improve management functions							
Improve management of University records.	Robust system for records (archives, databases)	0	1	0	0	0	VC
	Training of staff every three years	0	1	0	0	0	VC
	System for accessing University services in place	0	1	0	0	0	S A
	Electronic student and staff records system in place	0	1	0	0	0	UR
	Recruit competent and qualified staff (1 x UR, 1 x DRAC, 1 x DRAd)	1	0	0	0	0	VC
Enhance leadership, management and administrative skills.	1 Training on management, leadership and communication skills for new office bearers every year	1	1	1	1	1	UR
	Orient all staff members transferred into LUANAR on management systems and work ethics	1	0	0	0	0	UR
Improve communication at all levels.	Assign PR duties to marketing officer	1	0	0	0	0	VC
Raise awareness on professional ethics among some staff members.	Manual on professional conduct (confidentiality, ethics etc.)	1	0	0	0	0	DVC
Reinforcement of decisions, rules, policies and regulations.	Orient Management staff on the importance of reinforcing rules, policies and regulations.	1	0	0	0	1	VC

Goal 2: To operationalize LUANAR Act of 2011							
Put in place Statutes and Conditions of Service	Statutes and conditions of Service approved	1	0	0	0	0	VC
	Students regulation disciplinary rules and assessment rules approved	1	0	0	0	0	VC
Complete processes for integrating NRC into LUANAR	NRC integrated into LUANAR	0					Chairperson of Council
Recruit key staff	1 x VC; 1 x DVC; 1 x UR; 1 x DoF; 1x UL; 1 x UIA; 1 x ULA and 1 x MO	1	0	0	0	0	Council and VC
Goal 3: To mobilize financial resources from internal and external sources.							
Put in place mechanism for mobilization of resources.	Resource mobilization strategy	1	0	0	0	0	VC
	Resource mobilization officer (PCO/MO)	1	0	0	0	0	VC
Align strategic activities to Government policies for possible funding.	Project proposals per year	2	2	2	2	2	VC
Embark on vigorous mobilization of financial resources from development partners.	Funded Projects	2	1	1	1	1	VC
Increase visibility of University programmes and services.	5,000 Brochures/fliers						MO
	20 media adverts including website						
	10 billboards						
	30 Career talks per year						
	Prospectus						

Develop an economic fee structure for LUANAR students.	Analysis of fee structure	0	1	0	0	0	DoF
	Fee structure	0	1	0	0	0	DoF
Goal 4: To improve financial management systems.							
Improve efficiency in finance, grants, procurement and stores.	Upgrading and integrating financial management systems	0	1	0	0	0	VC
	Training in financial, grants management, procurement and store keeping	0	1	0	0	0	DoF
	Recruit competent and qualified staff (1 x DoF, 2 x DDoF, 3 x Accountants)	1	0	0	0	0	UR
Integrate management systems within the University.	Integrated management information system in place	0	1	0	0	0	SA
	System for accessing University services in place	0	1	0	0	0	SA

The table below shows LUANAR's financial roadmap arranged by Pillar, Goal, Strategy and Indicator.

Strategy	Indicator	Schedule (year 20..)					Resources
		2/13	13/14	14/15	15/16	16/17	MK (,000,000)
PILLAR 1: TEACHING AND LEARNING							
Goal 1: To improve staff student ratio from 1:12 to 1:20							
Increase total student population in each degree programme.	Undergraduate students	0	3	7	5	10	25
	Masters students	0	1.6	1.3	1	1.1	5
	PhD students	0	1.25	1.25	1.3	1.2	5
Goal 1 total			5.85	9.55	7.3	12.3	35

Goal 2: To increase teaching and learning facilities							
Increase no. of laboratories and workshops	Science labs of 120 students capacity, 2 blocks	0	0	4000	0	4000	8000
	4 Engineering workshops of 50 students capacity, 1block	0	0	0	5000	0	5000
	Total	0	0	4000	5000	4000	13000
Increase no. of lecture rooms	6 Lecture theatre of 400 seat capacity, 2 blocks	0	0	4000	4000	0	8000
	8 Lecture rooms of 200 seat capacity, 1 block	0	0	0	4000	0	4000
	1 Auditorium of 2,500 sitting capacity	0	0	3500	3500	0	7000
	12 lecture rooms of 100 seat capacity, 1 block	0	0	5000	0	0	5000
	Total by strategy	0	0	12500	11500	0	24000
Increase library capacity	1,500 reading space	0	1500	0	0	0	1,500
	5,770m2 book storage space	0		0	0	0	
	22 offices	0		0	0	0	
	12 Discussions rooms	0		0	0	0	
	1 Printing press and bindery	0		0	0	0	
	1LUANAR website updated regularly	1	1	1	1	1	5
	Total 200 (000) books and periodicals	0	500	0	0	0	500
	100 Print journal subscription	0	250	0	0	0	250
	2,000 e-journal subscription	0	250	0	0	0	250
	Total by strategy	1	2501	1	1	1	2505
Acquire laboratory/workshop equipment	50 Various major equipment	0	3300	3300	5000	5000	5,000
Increase staff offices	120 offices	0	0	500	1000	500	2,000
Total Goal 2		1	5801	20301	22501	9501	46505
Goal 3: To make LUANAR competitive.							
Improve marketing of LUANAR programmes.	Brochures/fliers	2	2	2	2	2	10
	Media adverts	3	3	3	3	3	15
	Prospectus	5	0	0	5	0	10
	Billboards	4.4	4.4	2.2	2.2	0	13.2
	Career talks per year	2.5	2.5	2.5	2.5	2.5	12.5
	Total	16.9	11.9	9.7	14.7	7.5	60.7
Establish quality	Quality assurance unit	0	2	0	0	0	2

assurance system	Quality assurance guidelines	0	5	0	0	0	5
	Appoint one academic staff (part-time)	0	0	0	0	0	0
	Prioritizing LUANAR focus areas	0	0	5	0	0	5
Develop accommodation and catering standards for students	Standard	1	0	0	0	0	1
	Total	1	7	5	0	0	13
Total Goal 3		17.9	18.9	14.7	14.7	7.5	73.7
Goal 4: To provide scholarships							
Increase students' scholarships.	Undergraduate students per year	12	12	12	12	12	60
	MSc students per year	175	175	175	175	175	875
	PhD students per year	105	105	105	105	105	525
	Total by strategy	292	292	292	292	292	1460
Total Goal 4		292	292	292	292	292	1460
Goal 5: To promote use of modern technologies in delivery of programmes							
Introduce e-learning in selected programmes.	Training of staff per year	3	3	3	3	3	15
	Development of e-learning materials and modularization.	0	40	40	40	40	160
	Procure e-learning equipment	0	5	0	0	0	5
	Operationalize e-learning	0	0	1	1	1	3
	Total by strategy	3	48	44	44	44	183
Introduce variety of teaching resources.	White boards	0.1	0.2	0.3	0.3	0.1	1
	LCD Projector and laser pointers	4.8	8	16	7.2	4	40
	Video conferencing facility	0	5.5	0	0	0	5.5
	Laptops	4.2	7	14	6.3	3.5	35
	Total by strategy	9.1	20.7	30.3	13.8	7.6	81.5
Total Goal 5		12.1	68.7	74.3	57.8	51.6	264.5
Goal 6: To maintain a stable University calendar.							
Reduce dependency on Government subvention.	Government money	72%	70%	67%	65%	60%	
Goal 7: To market LUANAR locally, regionally and globally.							
Improve marketing	Brochures/fliers	2	2	2	2	2	10

of programmes.	Media adverts	3	3	3	3	3	15
	Prospectus	5	0	0	5	0	10
	Billboards	4.4	4.4	2.2	2.2	0	13.2
	Career talks per year	2.5	2.5	2.5	2.5	2.5	12.5
	Total by strategy	16.9	11.9	9.7	14.7	7.5	60.7
Improve coordination of international students.	International student office.	0	0.5	0	0	0	0.5
	International students union.	0	0.5	0	0	0	0.5
	Total by strategy	0	1	0	0	0	1
Total Goal 7		16.9	12.9	9.7	14.7	7.5	61.7
Goal 8: To increase the proportion of female students from 40 to 50%.							
Increase female students' hostels.	5 hostels of 200 bed space	0	300	300	700	300	1600
Improve existing buildings to make them suitable for females.	Sanitary disposal bins	0.4	0.4	0.4	0.4	0.4	2
Total Goal 8		0.4	300.4	300.4	700.4	300.4	1602
TOTAL PILLAR 1: TEACHING AND LEARNING		340	6,500	21,002	23,588	10,172	50,002
PILLAR 2: RESEARCH, CONSULTANCY AND OUTREACH							
Goal 1: To increase research output and dissemination.							
Improve dissemination of research results.	Field day per year	7	7	7	7	7	35
	Media discussion or articles per week	3.12	3.12	3.12	3.12	3.12	15.6
	Research dissemination conference per year	1	1	1	1	1	5
	LUANAR Journal per year	8.76	8.76	8.76	8.76	8.76	43.8
	Total by strategy	19.88	19.88	19.88	19.88	19.88	99.4
Commercialize innovations.	1 x IPR policy	0	3	0	0	0	3
	1 Business incubators per year	1000	1000	1000	1000	1000	5,000
	Total by strategy	1000	1003	1000	1000	1000	5003
Increase local funding for research	1% of LUANAR Government subvention.						
	MOUs with other research institutions	1	1	1	1	1	5
Total Goal 1	Total by strategy	1021	1024	1021	1021	1021	5107

Goal 2: To widen access to journals.							
Enhance ICT skills among staff members and students.	1 Training of staff and postgraduate students per year	1	1	1	1	1	5
Increase subscription to e-journals.	E-journal subscriptions	0	250	0	0	0	250
Widen access to wireless technology for communication.	1 Campus wide wireless	0	10	0	0	0	10
Total Goal 2		1	261	1	1	1	265
Goal 3: To increase availability of specialists, experts and professionals in agriculture and natural resources.							
Increase research output per PhD student.	1 training in scientific writing that targets publication	0	8.5	0	8.5	0	17
Strengthen mentorship of upcoming researcher	1 team of senior academic staff to peer review manuscripts	0	0.5	0.5	0.5	0.5	2
Develop IPR policy to guide and motivate researchers.	1 IPR policy	0	3	0	0	0	3
Introduce LUANAR budget line funding for research.	1% of LUANAR government subvention						
Increase funding for outreach.	1% of LUANAR government subvention						
Develop HIV/AIDS policy.	1 LUANAR HIV/AIDS policy	0	2	0	0	0	2
Increase number of short courses	25 Short courses	0	1	2.5	3.5	5	12
Total Goal 3		0	15	3	12.5	5.5	36
Goal 4: Improve outreach programmes.							
Introduce LUANAR budget line funding for outreach.	1% of LUANAR government subvention						
	Field day per year	7	7	7	7	7	35
	Media discussion or articles per week	3.12	3.12	3.12	3.12	3.12	15.6
	Research dissemination conference s per year	1	1	1	1	1	5
	LUANAR journals per year	8.76	8.76	8.76	8.76	8.76	43.8

	Total by strategy	19.88	19.88	19.88	19.88	19.88	99.4
Total Goal 4		19.88	19.88	19.88	19.88	19.88	99.4
TOTAL PILLAR 2:	RESEARCH, CONSULTANCY & OUTREACH	1,042	1,320	1,045	1,054	1,047	5,508
PILLAR 3: INFRASTRUCTURE DEVELOPMENT							
Goal 1: To increase basic teaching and learning facilities.							
Increase no. of laboratories and workshops.	8 Science labs of 120 students capacity	0	0	2000	0	2000	4000
	4 Engineering workshops of 50 students capacity	0	0	0	5000	0	5000
	6 Field laboratories/pilot food plants		1000	1000		1000	3000
	Total by strategy	0	1000	3000	5000	3000	12000
Increase no. of lecture rooms.	6 Lecture theatre of 400 seat capacity	0	0	4000	4000	0	8000
	1 Auditorium of 2,500 sitting capacity	0	0	7000	0	0	7000
	8 Lecture rooms of 200 seat capacity	0	0	0	0	4000	4000
	12 lecture rooms of 100 seat capacity		0	5000	0	0	5000
	8 postgraduate study/offices for 50 students	0	0	2000	0	0	2000
	Total by strategy	0	0	18000	4000	4000	26000
Increase library capacity.	1,500 reading space	0	1500	0	0	0	1500
	5, 570m2 book storage space	0	0	0	0	0	0
	22 offices	0	0	0	0	0	0
	1 Printing press and bindery	0	0	0	0	0	0
	Total by strategy	0	1500	0	0	0	1500
Increase staff offices	120 offices	0	0	500	1000	500	2000
	50 staff houses	0	200	200	300	300	1000
	Total by strategy	0	200	700	1300	800	3000
Construct Veterinary building shell	1 Building shell	0	200	0	0	0	200
Total Goal 1		0	2,900	21,700	10,300	7,800	42,700
Goal 2: To use available land for commercial farming, construction of infrastructure and recreation facilities							
Increase financial resources.	1 Resource mobilization strategy	3	0	0	0	0	3
	1 Resource mobilization officer	0.5	0	0	0	0	0.5

	Total by strategy	3.5	0	0	0	0	3.5
Improve land property management	1 Transfer deed from UNIMA to LUANAR	2	0	0	0	0	2
	1 Re-survey with GPS and construct beacons	3	0	0	0	0	3
	1 Reclaim encroached land	0.5	0	0	0	0	0.5
	1 Re-invigorate Farm Committee	0	0	0	0	0	0
	Total by strategy	5.5	0	0	0	0	5.5
Provide facilities for students and staff	1 Satellite campus in Lilongwe city	0	300	300	300	300	1200
	245 staff houses	0	0	300	600	600	1,500
	4 x 70 seater coaches	0	80	80	80	80	320
	15 x Utility vehicles	0	133.4	200	133.4	200	667
	Total by strategy	0.0	513.4	880.0	1113.4	1180.0	3686.8
Improve social and economic amenities	1 Commercial centre under PPPs	0	3	0	0	0	3
	1 Stadium	0	0	0	0	7000	7,000
	Total by strategy	0	3	0	0	7000	7003
Total Goal 2		9	516	880	1,113	8,180	10,699
Goal 3 : To improve medical services							
Increase capacity of health centre	50 bed space	0	0	300	0	0	300
Increase medical staff.	16 staff	8	0.25	0.25	0.25	0.25	9
Acquire equipment and facilities.	5 Major equipment	0	200	200	200	400	1,000
Total Goal 3		8	200	500	200	400	1,309
Goal 4: To improve the capacity of utilities (water, electricity, sewage, tarmac road and telecommunication)							
Improve electricity supply.	Backup generator	0	20	20	0	0	40
Improve water supply	Water harvesting for student's hostels	0	5	0	0	0	5
	Emergency boreholes	0	12.6	0	0	0	12.6
	Total by strategy	0	17.6	0	0	0	57.6
Increase capacity for sewage system.	10,000 people capacity sewage system (2)	0	100	100	0	0	200
Improve road network	10km tarmac	0	10	10	10	20	50
Improve ICT and telecommunications systems.	1 campus wide wireless	0	10	0	0	0	10

Total Goal 4		0	157.6	130	10	20	317.6
TOTAL PILLAR 3: INFRASTRUCTURE DEVELOPMENT		17	3,774	23,210	11,624	16,400	55,025
PILLAR 4: STAFF CAPACITY BUILDING							
Goal 1: To improve ICT services							
Increase usage of ICT services.	1 training of staff per year	3	3	3	3	3	15
	200 Personal computers	0	50	50	0	0	24.5
	200 Printers	0	25	25	0	0	10.5
	30 Photocopiers	0	5	5	0	0	35
	Total by strategy	3	83	83	3	3	85
Total Goal 1		3	83	83	3	3	85
Goal 2: To train staff.							
Develop a policy on staff training	In-house training policy	0	3	0	0	0	3
Source scholarships	Scholarships	0	300	300	300	300	1,200
Develop succession plan	Guideline for succession plan	1	0	0	0	0	1
Orient new staff.	Staff orientation manual including communication	1	0	0	0	0	1
	Orientation training per year	0	0.5	0.5	0.5	0.5	2
	Total by strategy	1	0.5	0.5	0.5	0.5	3
Introduce mentorship for new staff.	Guideline for mentorship programmes	0	1	0	0	0	1
	Training of mentors once every five years	0	1	0	0	0	1
	Total by strategy	0	2	0	0	0	2
Total Goal 2		2	303	301	301	301	1,206
TOTAL PILLAR 4:	STAFF CAPACITY BUILDING	5	386	384	304	304	1,291
PILLAR 5: GOVERNANCE, RESOURCE MOBILIZATION AND MANAGEMENT							
Goal 1: To improve management functions							
Improve management of university records.	Robust system for records (archives, databases)	0	5	0	0	0	5
	Training of staff every three years	0	2	0	0	0	2
	System for accessing university services in place	0	2	0	0	0	2
	Electronic student and staff records system in place	0	5	0	0	0	5
	Recruit competent and qualified staff (1 x UR, 1 x DRAC, 1 x DRAd)	1	0	0	0	0	1
	Total by strategy	1	14	0	0	0	10

Enhance leadership, management and administrative skills.	1 Training on management, leadership and communication skills for new office bearers every year	0.5	0.5	0.5	0.5	0.5	2.5
	Orient all staff members transferred into LUANAR on management systems and work ethics	0.5	0	0	0	0	0.5
	Total by strategy	1	0.5	0.5	0.5	0.5	3
Improve communication at all levels	Assign PR duties to marketing officer	0	0	0	0	0	0
Raise awareness on professional ethics among some staff members	Manual on professional conduct (confidentiality, ethics etc.)	1	0	0	0	0	1
Reinforcement of decisions, rules, policies and regulations.	Orient Management staff on the importance of reinforcing rules, policies and regulations.	0.25	0	0	0	0.25	0.5
Total Goal 1		3.25	14.5	0.5	0.5	0.75	14.5
Goal 2: To operationalize LUANAR Act of 2011							
Put in place Statutes and Conditions of Service	Statutes and conditions of Service approved	2	0	0	0	0	2
	Students regulation disciplinary rules and assessment rules approved	0.5	0	0	0	0	0.5
Complete processes for integrating NRC into LUANAR	NRC integrated into LUANAR	0	1.25	1.25	1.25	1.25	5
Recruit key staff	1 x VC; 1 x DVC; 1 x UR; 1 x DoF; 1x UL; 1 x UIA; 1 x ULA and 1 x MO	5	0	0	0	0	5
Total Goal 2		7.5	1.25	1.25	1.25	1.25	12.5
Goal 3: To mobilize financial resources from internal and external sources.							
Put in place mechanism for mobilization of resources.	Resource mobilization strategy	3	0	0	0	0	3
	Resource mobilization officer (PCO/MO)	0.5	0	0	0	0	0.5
Align strategic activities to government policies for possible funding.	Project proposals per year	1	1	1	1	1	5

Embark on vigorous mobilization of financial resources from development partners.	Funded Projects	1	1	1	1	1	5
Increase visibility of university programmes and services.	5,000 Brochures/fliers	2	2	2	2	2	10
	20 media adverts including website	3	3	3	3	3	15
	10 billboards	4.4	4.4	2.2	2.2	0	13.2
	30 Career talks per year	2.5	2.5	2.5	2.5	2.5	12.5
	Prospectus	5	0	0	5	0	10
	Total by strategy	16.9	11.9	9.7	14.7	7.5	60.7
Develop an economic fee structure for LUANAR students.	Analysis of fee structure	0	1	0	0	0	1
	Fee structure	0	0.5	0	0	0	0.5
	Total by strategy	0	1.5	0	0	0	1.5
Total Goal 3		22.4	15.4	11.7	16.7	9.5	75.7
Goal 4: To improve financial management systems.							
Improve efficiency in finance, grants, procurement and stores.	Upgrading and integrating financial management systems	0	2	0	0	0	2
	Training in financial, grants management, procurement and store keeping	0	2	0	0	0	2
	Recruit competent and qualified staff (1 x DoF, 2 x DDoF, 3 x Accountants)	0.5	0	0	0	0	0.5
	Total by strategy	0.5	4	0	0	0	4.5
Integrate management systems within the university.	Integrated management information system in place	0	2	0	0	0	2
	System for accessing university services in place	0	2	0	0	0	2
	Total by strategy	0	4	0	0	0	4
Total Goal 4		0.5	8	0	0	0	8.5
PILLAR 5: GOVERNANCE, RES MOBILIZATION AND MGT		34	39	13	18	12	111
GRAND BUDGET (ALL PILLARS) MK		1,438	12,018	45,654	36,588	27,935	111,937
GRAND BUDGET (ALL PILLARS) USD MILLION		3.51	29.31	111.35	89.24	68.13	273.24

The total cost for Pillar 1 is Mk52,002 million, Pillar 2 is Mk5,508 million, Pillar 3 is MK55,025 million, Pillar 4 is Mk1,291 million and Pillar 5 is Mk111 million. The total budget for the 5 year plan is MK111, 937 million translated into US\$273.24 million at the exchange rate of US\$ = MK410.

CHAPTER 6: CRITICAL SUCCESS FACTORS

6.0 Introduction

The implementation of this Strategic Plan will depend to a large extent on key critical success factors to act as stimulants or catalysts in execution of the road map as outlined in Chapter 5. The successful implementation of this Strategic Plan is on the assumption that the key factors outlined below will be in place.

6.1 Leadership

Leadership is a key factor in implementation of any plan. Leadership in this case is not only limited to management as defined by LUANAR. Staff taking part in executing part of the plan at any time is a pre-requisite. It is expected that the leadership of LUANAR will have the following attributes at all times and levels:

- Visionary and inspirational
- Strong, determined and resilient
- Competent and efficient
- Open and adaptable
- Accountable and transparent

6.2 Human Resources

Human resources play a crucial role in execution of any plan, and since LUANAR has inherited staff from UNIMA, management needs careful review of this resource. There may be need in some cases to replace staff who do not have the required qualifications and attributes. There may also be a need to rationalize all positions. It is expected that, LUANAR will have a human resource, which is:-

- Qualified and competent
- Results oriented and accountable
- Motivated and pro-active
- Disciplined and trustworthy
- Ethical and professional

6.3 Financial Resources

At any one time, financial resources are never more than what is needed because they are always competing needs. Allocation of these resources to critical areas will bring success in the long run. It is anticipated that LUANAR finances will be:-

- Adequate
- Well managed with transparency and accountability

6.4 Communication and Consultation

Communication plays a very crucial role in any organisation. Communications and consultations in LUANAR will be:

- Timely
- Appropriate
- Relevant
- Responsive

6.5 Local and International Cooperation

It is anticipated that during the period of implementation of the strategic plan, there will be continued:-

- Stakeholder cooperation and support
- Private sector partnership
- Support from local, regional and international organisations

CHAPTER 7: IMPLEMENTATION, MONITORING AND EVALUATION

7.0 Introduction

This Strategic Plan sets out the strategies that will need to be implemented in order to realize LUANAR's Vision, Mission, Aims and Objectives. To turn hopes and aspirations into reality, financial resources are needed. LUANAR's major sources of funding shall be:

- The Malawi Government through the Ministry of Finance
- Development Partners
- Private Sector
- Alumni
- Student fees

It is recognized that the resource pool may not match all of the LUANAR's needs as highlighted in this Strategic Plan. It is therefore important that a prioritization of the priorities be defined as the resources are being sourced. Project proposals for implementation of specific parts of the Strategic Plan need to be developed to guide financing. Therefore, detailed funding requirements for the fulfilment of this strategic plan can be obtained from the Vice Chancellor on request.

7.1 Implementation, Monitoring and Evaluation Plan

For successful implementation of this Strategic Plan, it is proposed that the road map as set out, should be affected, tracked and evaluated periodically. Implementation of programmes and activities will be monitored and evaluated to ensure that the strategies are met. The evaluation will involve the process of examining actions taken during the implementation period, the adjustments made and the outcomes achieved.

A Steering Committee shall be set up and chaired by the Vice Chancellor. The implementation and evaluation plan with its key result areas, schedule, and means of evaluation is tabled below.

Key Result Area	Responsibility	Schedule	Means of verification
Appoint Steering Committee	VC	May 2013	Steering Committee in place
Publicize Strategic Plan (Launch)	VC	May 2013	Strategic Plan launched Copies distributed Stakeholder meetings
Specific project proposals	Steering Committee	From May 2013	Number of strategies fulfilled
Conduct progress review meetings	VC	Quarterly, starting July 2013	Reports Minutes
Presentation of progress reports to Council and Stakeholders	VC	June every year	Meetings Reports

The Vice Chancellor shall be the overseer of the plan ensuring that all responsible officers implement their work plans. He shall regularly report to the Council on the status of implementation, including progress toward each of the overall strategic goals. Additionally, he shall receive regular status reports from middle managers regarding their achieving the goals and objectives assigned to them.

The Steering Committee shall monitor the implementation of the plan and make decisions based on the results. The Committee shall use annual operational plans to review progress towards meeting the strategic aims and objectives. All key players shall keep appropriate records on performance measures so that progress can be assessed. Using the harmonized M & E framework, each operational unit shall collect, and analyze data to generate reports. Each operational unit may conduct special studies where necessary.

A midterm evaluation will be conducted in 2015 and an end evaluation in 2017. LUANAR will follow a counter-factual impact evaluation method to measure the changes emanating from implementation of the Strategic Plan. To this effect, baseline status will be compared against before and after the implementation of the strategic plan.

LUANAR believes that the vision and direction contained in this Strategic Plan will ensure the realization of the Government's goal regarding advancement of knowledge and production of graduates with entrepreneurship skills for agricultural growth, food security, wealth creation and sustainable natural resources management, through teaching, training, research, outreach consultancy and sound management.

ANNEX

Implementation information

The number of academic staff will be maintained while increasing the number of students. In some cases, it may be necessary to recruit staff for selected fields especially in new programs where degrees will be introduced. Where possible, some academic staff members may be deployed to other departments where there is need. Similarly, there may be need to rationalize the support staff.

- The current design of science laboratories, lecture rooms and staff offices in one complex is ideal.
- A four story library is envisaged, which will also accommodate a publishing house. The current library will be assigned other academic activities.

For visibility of LUANAR, billboards may have to be constructed in selected places. The following places are being suggested:

- One arch at the entrance to LUANAR (Bunda campus).
- Billboard at or close to Bunda Turn-off (6 miles), one from Kamuzu International Airport, Zalewa Turn-off to Lilongwe in Balaka, one from Mzuzu to Lilongwe and one from Mchinji near ARET.

There will be need to appoint one senior academic staff member to take function of a quality assurance overseer. The staff member may need to have a reduced teaching load in order to perform his/her duties properly.

For marketing purposes, it is necessary to include in the advert for entry into LUANAR, the availability of undergraduate scholarships which students may apply.

- All laboratories, workshops and lecture rooms will be fitted with LCD projectors.
- All academic members of staff will be provided with laptop computers as they will be required to use them with the LCD projectors in the delivery of lectures/practicals. All academic members of staff will be required to surrender existing desktop computers in their offices to technicians and support staff.

There may be need to rationalize the creation of a distant learning unit.

There is need to integrate electronically the various management systems available at the University with the requisite software. The integration should include financial, staff, student and library records.

One percent of LUANAR Government subvention shall cater for both research and outreach.

Campus-wide wireless up to 10 km will be for internet and telephony.

While resource mobilization is the responsibility of all staff, the following will take a lead DoF, MO and PCO.

Staff offices, houses, student accommodation and teaching facilities can be constructed using public private partnerships.