



**NCHE**

**2021-2026**

**STRATEGIC  
PLAN**

**March, 2021**

**Promoting Quality,  
Accessible, Relevant and  
Inclusive Higher Education**

# NCHE MANDATE, VISION, MISSION AND CORE VALUES

## MANDATE:

*To regulate higher education in Malawi.*

## VISION:

*To be a higher education regulator which supports systematic growth and excellence of higher education institutions in Malawi.*

## MISSION:

*To promote quality, accessible, relevant and inclusive higher education and training in Malaŵi through use of best practices in higher education regulation.*

## CORE VALUES:

NCHE will achieve its Mandate, Vision and Mission through the following Core Values:

- *Service-centred*
- *Integrity*
- *Transparency and Accountability*
- *Efficiency*
- *Collaboration*
- *Professionalism*

# FOREWORD

The National Council for Higher Education (NCHE) has just completed implementation of its first five-year Strategic Plan 2015-2020 and has developed a successor five-year strategic plan to cover another five years, 2021 – 2026. The development of this Strategic Plan has been informed by an in-depth reflection with its stakeholders on its performance and how it can improve going forward. Hence, the 2021- 2026 Strategic Plan provides an overview of the strategic priorities of the Council for the next five years within the framework of its constituting mandate

As a growing higher education regulatory body, the Council must not cease to innovate and scale new heights as will be demonstrated by the implementation of the plan. It is my sincere hope that we can together build on the inspirations and insights gained from the reviews of the preceding strategic plan. This has provided us with the impetus to grow in success and significance and enviably achieve our vision of being a higher education regulator supporting systematic growth and excellence of higher education institutions in the country.

NCHE Management and Staff will be responsible for the success of this strategic plan by amongst others, critically looking at its strategic direction, strategic performance of its critical success factors (CSFs) as measured by the key performance indicators (KPIs) on the implementation matrices. Some of the guiding attributes during implementation phase will include tracking the Strategic Direction, the Strategic Performance and Operational Controls. While strategic control will attempt to steer the institution over an extended period, operational controls will provide post-action continuous assessment, evaluation and control over short periods falling within one year.

Most strategic plans fail because of lack of meaningful translation of the set goals, strategies and plans into action. Thus, this aspect must be jealously guarded to ensure that this Strategic Plan provisions are successfully executed during its intended life span.

Lastly but not the least, I am most grateful for the leadership, commitment, and dedication of the Secretariat in ensuring that the Strategic Plan is timely and readily available for execution.

**Dr. Beatrice Mtimuni**

**COUNCIL CHAIRPERSON**

## ACKNOWLEDGEMENT

This Strategic Plan is a product of intensive work by several players who made different contributions. We therefore acknowledge the input rendered by the both old and new Council Members, representatives of higher education institutions management, students, parents and civil society organisations during stakeholder consultations that were conducted countrywide. (See the lists of sampled and consulted stakeholders in the appendix 3).

We also extend our appreciation to the NCHE Strategic Plan Taskforce team for professionally leading the process. The team was ably led by Mr. Richmond Chatose Chinula, the Policy, Research & Planning Manager as its Chairperson. He was supported by Dr. Ambumulire Phiri, Quality Assurance Manager (Operations), Mr. Ephraim Chipeta, Finance Officer, Mr. Eugene Shaba, Procurement Specialist, Mr. Emmanuel Chinovi, Human Resources & Administrative Officer and Mr. John Sadalaki, Policy, Research & Planning Specialist (Secretary). This team put a lot of work, effort, time and commitment to make sure that the Strategic Plan takes its form and is timely delivered. They are highly applauded for the professionalism shown in coming up with this plan.

Our most profound appreciation is also extended to the Omega Consulting Group, specifically to Professor James Kamwachale Khomba (PhD) and Mr. Abel Mwanyungwe for providing external expertise in the facilitation and formulation of the plan. Omega Consulting showed its professionalism and expertise by delivering on time on all the deliverables which were agreed upon at the outset.

The support from NCHE Management throughout the process is also recognised. The NCHE staff should be applauded for candidly providing the required feedback and making sure that the Strategic Plan reflects what the organisation would like to be in the next five years' time.

Last but not least, the effort of the Policy, Research and Planning Section in effectively coordinating the planning process of the whole exercise is highly recognized.

# AN OVERVIEW

The National Council for Higher Education (NCHE) Strategic Plan 2021-2026 is an outcome of a rigorous process of looking back at the NCHE's activities and achievements during the period 2015-2020. The new NCHE Strategic Plan, 2021-2026 outlines how the Council will realise its vision of being a higher education regulator supporting systematic growth and excellence of higher education institutions in Malawi.

The NCHE Strategic Plan, 2021-2026 emanates from the provisions of the long-term Malawi Vision 2063 agenda that has been supported by other Malawi Government medium-term strategies and policies such as the third Malawi Growth and Development Strategy (MDGS III) and the National Education Sector Investment Plan (NESIP) 2020 – 2030.

As a continuation process, the new NCHE Strategic Plan has been formulated based on notable achievements of the preceding plan that include, amongst others; setting-up the requisite minimum quality assurance standards, policy frameworks, strong and vibrant local collaborations with relevant professional and international bodies and systems for both internal operations and regulating higher education in Malawi. Thus, the new NCHE Strategic Plan 2021-2026 plan will consolidate gains that have been made, and further improve the regulation of the higher education sub-sector and subsequently the quality of higher education offered in the country.

Specifically, the new NCHE Strategic Plan is organised around four strategic pillars:

- 1) ***Governance and Management***
- 2) ***Business Processes and Operations***
- 3) ***Stakeholder Engagement and Relations***
- 4) ***Financial Management and Sustainability***

Based on this strategic framework, NCHE makes a firm commitment to work diligently with all stakeholders in the higher education subsector so that the aspirations and goals set out in this new Strategic Plan are well and sustainably achieved. We believe that through collaborations and teamwork and commitment, together we will fulfil provisions of the National Agenda Mw 2063 and the new Government's Reform Programmes and aspirations to enable us create a better higher education future and environment that will respond to the needs of all Malawians.

Furthermore, we duly recognize that the Strategic Plan is not an end in itself; it is a means to an end. To that end, we will spare no efforts in ensuring that implementation, monitoring and evaluation (M&E) activities of the Strategic Plan are carried out in the most effective and efficient manner. It is our hope that there will be complementary support from our stakeholders over our efforts throughout the life span of this Strategic Plan.

Therefore, we would like to take this opportunity to offer our profound gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan. For this Strategic Plan to be successfully implemented, it will rely heavily on its stakeholders to be forthcoming and give NCHE the necessary platform where it can operate. Therefore, we call upon the stakeholders to continue providing the needed support to the Council, to make this plan a success.

We are enthusiastic and feel that this Strategic Plan will set that amicable environment for the higher education subsector so that we all together achieve the envisioned quality and excellence in the subsector.

Let us do this and we are eager to contribute our part.

## **ABBREVIATIONS AND ACRONYMS**

AU	African Union
CEO	Chief Executive Officer
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
HE	Higher Education
HEIs	Higher Education Institutions
HEMIS	Higher Education Management Information System
HEOB	Higher Education Overarching Bill
HEQAS	Higher Education Quality Assurance Systems
HEQF	Higher Education Qualifications Framework
HESLGB	Higher Education Students' Loans and Grants Board
ICT	Information and Communications Technology
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MDA	Ministry, Department and Agency
MGDS	Malawi Growth and Development Strategy
MoU	Memorandum of Understanding
Mw2063	Malawi 2063
NCHE	National Council for Higher Education
NCST	National Commission for Science and Technology
NESIP	National Education Sector Investment Plan
NGO	Non-Governmental Organisation
NQF	National Qualifications Framework
ODeL	Open, Distance and e-Learning
PESTEEL	Political, Economic, Social, Technological, Ecological, Ethical and Legal factors
QAMIS	Quality Assurance Management Information System
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
STEM	Science, Technology, Engineering and Mathematics

SWOT	Strengths, Weaknesses, Opportunities and Threats
TEVETA	Technical, Entrepreneurial and Vocational Education and Training Authority
UN	United Nations

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# INTRODUCTION

## Background

The National Council for Education (NCHE) was established by NCHE Act, 2010 with its main mandate being the regulation of higher education in Malawi. Since its operationalisation in 2012, the Council in its formative years developed the first Strategic Plan to guide its operations from 2015 to 2020. Thus, the Strategic Plan expired on 30<sup>th</sup> June 2020 but the Council extended the use of the plan till its replacement is operational.

One of the major strategic issue which came and continues to come out clearly and prominently in the first and this Strategic Plan is the sustainability of the Council so that it carries out its mandate, vision and mission well and without major hindrances. To achieve this, it means that the Council should have enabling resources and environment suited for carrying out its mandate. However, with the ever-increasing demands, the Council has in the period of the preceding plan not been able to fulfil some of its obligations as outlined in the Council's Mandate. The issue of sustainability is hence one of the major strategic issues that will underpin the development and implementation of this Strategic Plan.

## NCHE Mandate and Functions

In general, the **NCHE mandate is that of regulating higher education in Malawi**. Thus, the NCHE mandate gives the Council powers to oversee and regulate the running of all public and private higher education institutions (HEIs) in Malawi.

Specifically, the NCHE Act mandates and empowers the Council to carry out the following functions:

- a) promote and coordinate education provided by higher education institutions;
- b) register and de-register higher education institutions;
- c) determine a framework for funding public higher education institutions;
- d) harmonize the selection of students to all public universities;
- e) regulate, determine and maintain standards of teaching, examinations, academic qualifications, academic facilities;
- f) develop a national qualifications framework which is compatible with regional and international standards;
- g) determine minimum criteria and procedures for registration of higher education institutions;
- h) accredit both public and private higher education institutions;
- i) design and recommend an institutional quality assurance system for high education;
- j) recommend to the minister institutional Quality Assurance Standards for the establishment, standardization and accreditation of higher education;
- k) provide guidance for terms and conditions for awarding grants and scholarships to students of public higher education institutions;
- l) ensure that higher education institutions have high calibre members of staff;

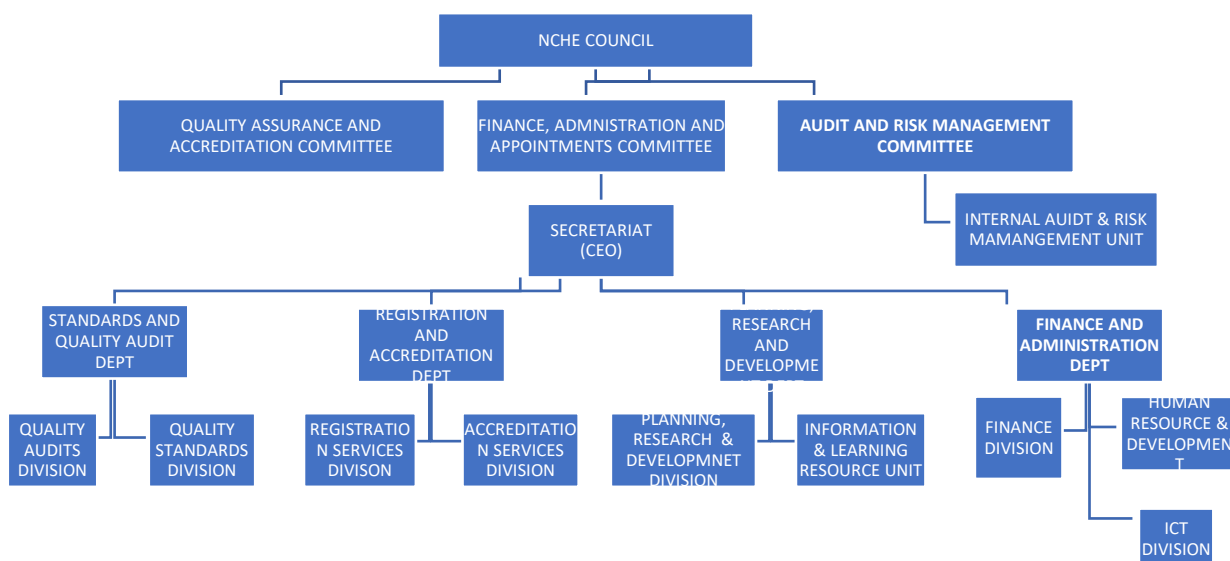
- m) assess, evaluate and recognize qualifications attained at foreign higher education institutions (HEIs);
- n) represent interests of the Malawian higher education regionally and internationally;
- o) monitor the implementation of international agreements concerning higher education;
- p) promote international cooperation and facilitate exchange in higher education; and
- q) advise the Minister on all matters of higher education.

## Governance and Management Structures

The National Council for Higher Education has a Council that is a supreme entity of the institution that is mandated to oversee and give strategic direction of the NCHE activities.

Immediately below the Council is the Secretariat which is headed by the Chief Executive Officer (CEO) who is the head of the institution.

The Secretariat has the following departments, divisions and units as shown in the organogram below:



### THE SECRETARIAT

- i. The development and review of minimum standards; and conducting higher education quality audits;
- ii. The provision of Registration and Accreditation Services;
- iii. The provision of Planning, Research and Development Services;
- iv. The provision of Finance and Administrative Services
- v. The provision of Legal Services
- vi. The management of Corporate Affairs Services
- vii. The management of procurements and asset disposal
- viii. The provision of internal Audits, Risk Appraisal and Compliance Services

#### **INTERNAL AUDIT AND RISK MANAGEMENT UNIT**

- i. The provision of financial, compliance and operational audit services.
- ii. The appraisal of the adequacy of resource management and utilization practices
- iii. The reviewing and updating of resource control systems
- iv. Risk assessment and fraud investigation in the Council
- v. The provision of risk mitigation and internal audit advisory services
- vi. The coordination of external audits

#### **LEGAL SERVICES UNIT**

- i. The review of criteria for recognizing and equating qualifications from foreign institutions
- ii. The licensing of students' recruitment agencies
- iii. The provision of advisory services on recognizing and approved foreign universities

#### **PROCUREMENT AND ASSET DISPOSAL UNIT**

- i. The coordination and processing of procurement requirements;
- ii. The acquisition of works and consultancy services;
- iii. The development of procurement plans.

#### **STANDARDS AND QUALITY AUDIT DEPARTMENT**

- i. The maintenance of minimum standards and guidelines in Higher Education
- ii. The conducting of regulatory inspections and quality audits

#### **QUALITY STANDARDS DIVISION**

- i. The development, implementation and review of Quality Assurance Minimum Standards and frameworks.
- ii. The monitoring and evaluation of internal QA mechanisms in the Council and HEIs
- iii. The provision of advisory services on quality compliance processes.
- iv. The recognition and equation of qualifications from foreign Universities.
- v. The licensing of Students Recruitment Agencies operating in Malawi

#### **QUALITY AUDITS DIVISION**

- i. The development and review of instruments and tools for quality audits
- ii. The conducting of ad hoc and regular programme and institutional quality audits to ensure compliance with QA Policies, standards and Procedures
- iii. The monitoring and evaluation of implementation of internal quality assurance mechanisms in HEIs
- iv. The maintenance of database on audited institutions and academic programmes
- v. The identification and induction of panelists for quality audits

#### **REGISTRATION AND ACCREDITATION DEPARTMENT**

- i. The conducting of regulatory inspections and Quality Audits
- ii. The registration and accreditation of Higher Education Institutions
- iii. The registration and accreditation of academic programmes in HEIs

#### **REGISTRATION SERVICES DIVISION**

- i. The facilitation of establishment, development and registration of higher education institutions
- ii. The assessment of HEI infrastructure, governance structure, development plans and financial viability
- iii. The management of database for registered institutions and academic programmes
- iv. The inspection of academic programmes in HEIs prior to registration

#### **ACCREDITATION SERVICES DIVISION**

- i. The development, review and implementation of tools and guidelines for accreditation
- ii. The facilitation of awareness on accreditation guidelines, processes and standards
- iii. The evaluation of academic resources and Curriculum
- iv. The monitoring of professional development in Public and Private Higher Education Institutions
- v. The updating of records of all accredited and uncredited institutions

### **PLANNING, RESEARCH AND DEVELOPMENT DEPARTMENT**

- i. The coordination of strategic planning, budgeting and resource mobilization
- ii. The promotion of HE or University Research and Innovation

#### **PLANNING, RESEARCH AND DEVELOPMENT DIVISION**

- i. The facilitation of development, implementation and review of strategic plans and budgets
- ii. The setting of priorities for optimal resource utilization
- iii. The development of financial resource mobilization strategies
- iv. The coordination of projects and program implementation
- v. The monitoring and evaluation of policies, plans, programs, projects and budget implementation
- vi. The development and implementation of research and innovation policy
- vii. The formulation and review of criteria and requirements for student's admission into public and private universities
- viii. The collection, analysis, publication and dissemination of higher education research information
- ix. The conducting of topical research with a bearing on higher education
- x. The provision of liaison services in developing national higher education research agenda.
- xi. The management of an integrated higher education information systems and research and innovation depository database

#### **INFORMATION & LEARNING RESOURCE UNIT**

- i. The sourcing of periodicals, e-journals, journals and other books on higher education
- ii. The management of information on quality assurance

#### **FINANCE AND ADMINISTRATION DEPARTMENT**

- i. The management of finances;
- ii. The provision of HR and Admin Services;
- iii. The provision of ICT) Services;

#### **FINANCE DIVISION**

- i. The effecting of payments and maintenance of Financial Accounts;
- ii. The collection of revenues;
- iii. The production of Management accounts;
- iv. The management of Projects Accounts;
- v. The management of office supplies/stores.

#### **HUMAN RESOURCE AND ADMINISTRATION DIVISION**

- i. The development & updating of HRM policies and regulations;
- ii. The interpretation of terms & conditions of service;
- iii. The management of staff records, pensions and performance appraisal;
- iv. The provision of HR planning & development services.;
- v. The management of stores and supplies

#### **ICT DIVISION**

- i. The management of hardware software and network systems;
- ii. The creation and management of databank;
- iii. The provision of user support services;
- iv. The maintenance and updating of the Office's website

## **HIGHER EDUCATION PROVISIONS IN MALAWI GOVERNMENT STRATEGY PAPERS**

The Malawi Government strategy papers that include the Malawi Agenda 2063 (Mw2063), the third Malawi Growth and Development Strategy (MGDS) III and National Education Sector Investment Plan (NESIP) 2020 – 2030 recognize the significant contributions of education, in general, and the higher education in particular, towards Malawi's socio-economic development. It has been emphasised that education is key for socio-economic development and industrial growth of the economy. It is established that education development provides economic empowerment for different groups of people including women, the youth and persons with disabilities. An educated and skilled population will help Malawi achieve accelerated economic growth and the United Nation's Sustainable Development Goals (SDGs) by 2030 as well as meet such provisions as captured in the African Union Agenda 2063.

The Malawi 2063

The Mw2063 recognizes the human capital development as an Enabler 5 towards the national socio-economic development of Malawi. It is envisioned that Malawi shall have a globally competitive and highly motivated human resource through education and skills development as a means of transforming the economy where the Nation improves on the transitioning process of the human resource development from primary education to secondary education and thereafter to tertiary education level. With the capacity of our citizenry developed, we will fully harness our resource potential and expeditiously achieve the agriculture productivity and commercialization, industrialization and urbanization agenda.

Further, it is planned that there should be promotion of research, science, technology and innovation that will boost the national industrialization and commercialization through highly productive workforce. To become and remain productive, innovative and highly competitive at regional and global levels, there is need to redesign education systems shall be able to respond to the current and future skills needs of the manufacturing industry and sectors that support it. Thus, advances in science, technology and innovation shall be promoted and leveraged and the National Council of Higher Education has a responsibility to regulate quality delivery of higher education subsector in Malawi.

### **The Malawi Growth and Development Strategy III (MGDS III)**

Malawi population is estimated at 17.2 million and 20.4% (2018 Malawi Population Census) are unemployed. This is an untapped human capital for economic growth. The youth who complete their secondary education and do not proceed to higher education remain unemployed due to lack of requisite skills for the job market. This requires system redress if we are to harness the idle labour force for the development of the country.

Overall, the MGDS III stipulate on the need for the national education system to be reformed to include entrepreneurship, skills development in order to improve the employability of the young Malawians and eventually reduce youth unemployment. Thus, there is also a need to promote girls and boys in Science, Technology, Engineering and Mathematics (STEM) in order to develop the much needed pipeline for the availability of both men and women on the 'STEM related' job market. This will help the country to reap the benefits of the demographic dividend by focusing on human capital development, in terms of skills development tailored to the needs of the economy. This is in line with the SDGs in ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all.

In particular, MGDS III recognises that increased access to higher education opportunities regardless of class, gender, age and disability in our society is pivotal towards capacity development and empowerment among all Malawians especially the disadvantaged. The shortage of learned graduates should be addressed in order to enable the Malawians especially the youth, provide labour and contribute towards productivity in the economy, higher education reforms shall include a focus on innovation, skills development, science & technology, and entrepreneurship. This will ensure the relevance of our systems and alignment to the needs of the industry thereby preparing the young men and women for gainful employment within and outside Malawi.

The main goal of higher education sector is to provide quality and relevant education and skills for all people in Malawi. The following enumerates the set outcomes and strategies towards achieving such a goal:

## ***Outcome 1: Improved Access and Equity in higher education***

### **Strategies:**

- i. Providing more classroom and accommodation space/invest in higher education infrastructure;
- ii. Increase the number of loans provided to needy students in both accredited public and private HEIs - this provision is executed by the Higher Education Student' Loans and Grants Board (HESLGB) which is a separate entity from NCHE;
- iii. Providing alternative modes of higher education provision; and
- iv. Providing special needs programmes, related resources and facilities.

## ***Outcome 2: Improved quality and relevance of higher education***

### **Strategies:**

- i. Improving access and usage of ICT in higher education;
- ii. Promoting research, technology development and transfer in all higher education institutions; and
- iii. Ensuring that HEIs have programmes that are relevant to the prevailing needs of the nation.

## ***Outcome 3: Improved Governance System of higher education***

### **Strategies:**

- i. Harmonizing legislation of higher education institutions;
- ii. Legislating the Higher Education Qualifications Framework (HEQF);
- iii. Establishing a collaboration mechanism with external/international colleges and universities ;
- iv. Strengthening higher education ICT and Management Information System; and
- v. Encouraging cost-sharing and fundraising activities in all public universities.

## **National Education Sector Investment Plan (NESIP) 2020 – 2030**

The new National Education Sector Investment Plan (NESIP) 2020-2030 provides guides on how the education sector including the higher education subsector should conduct themselves to achieve different aspirations of the Nation. As a regulator of higher education subsector, NCHE has a responsibility to adhere to the provisions of the new NESIP 2020-2030. The NESIP 2020-2030 provides the following as the key priority issues that should be addressed by the higher education subsector:

- i. Low access for secondary graduates to higher education due to limited space; lack of ODeL programmes; high cost of higher education and loan scheme inefficiencies; and Low private sector engagement;

- ii. Most female students are not able to effectively compete for universities entry and there is lack of bridging programmes for vulnerable learners;
- iii. Quality and accreditation standards for universities are not effectively monitored and there is no common performance management, administration system and governance standards across the various universities;
- iv. Lecturers are not always appropriately qualified with most universities not meeting the 30% minimum for PhD staff, except for the University of Malawi;
- v. Lack of quality and relevant research programmes contributing to the socio-economic development of the country;
- vi. Lack of adequate standard of teaching and learning infrastructure including for special needs;
- vii. Low alignment to industry needs with minimal industry consultations in curriculum design is affecting the relevance of some of the programmes; and
- viii. Absence of Higher Education Qualifications Framework to align the delivery of local context and international standards.

It also observed that access to higher education is still very low with quite a significant number of students who qualify to be enrolled in higher education institutions not being enrolled. Between 2020 and 2030, the education sector will focus on increasing access to higher education with the general objective of ensuring access and equity, quality and relevance and effective and efficient governance and management of the Higher Education subsector. It has been planned that such an objective will be achieved through deployment of the following strategies:

- i. Expand learning space in Higher Education, including virtual learning space, to increase transition from Secondary Education, with particular attention to access for disadvantaged students and females;
- ii. Increase access through the construction and rehabilitation of universities and implementation of a National ODeL Policy;
- iii. Introduce bridging programmes and scholarships for female students and disadvantaged students, especially in Science, Technology, Engineering and Mathematics (STEM) programmes;
- iv. Establish inclusive education facilities; and
- v. Reform and disseminate university selection procedures from the perspective of inclusive education coupled with a career guidance programme for all schools.

## **New Developments in Higher Education Sub-sector**

There have been some notable developments that have been experienced over the years as described below:

- i. The National Qualifications Framework (The Higher Education Qualifications Framework)
- ii. Merit based system of selecting students to public universities
- iii. Higher education public sub-sector reforms (tied to the current government agenda)
- iv. The proliferation of ODeL programmes

## ***The NCHE Regulations***

These give NCHE powers to enforce its mandate within the stipulations set out by the constituting legislation. Eventually, eleven (10) areas were identified and regulations were developed as listed below: These regulations are yet to be gazetted by the Ministry of Education and are as follow:

- i. Registration of Higher Education Institutions (Public and Private) Regulations;
- ii. Accreditation for Higher Education Institutions Regulations;
- iii. Collaboration of Offering Academic Programmes Between Foreign Higher Education Institutions and Local Higher Education Institutions Regulations;
- iv. Conditions Governing Use, Evaluation, Recognition and Protection of Qualifications of Higher Education Regulations;
- v. Harmonisation of Selection of Students to Public Universities Regulations;
- vi. Inquiry in Higher Education Institutions Regulations;
- vii. Open, Distance and e-Learning (ODEL) Regulations;
- viii. Transfer of Students Between Higher Education Institutions;
- ix. Requirements for the Grant of Qualifications Regulations; and
- x. Higher Education Qualifications Framework Regulations.

## ***COVID-19 pandemic and new online training programmes***

The main mode of delivery of higher education (HE) training in Malawi has largely been face to face. As of August, 2020, out of the 25 accredited public and private HEIs in Malawi, only one HEI largely offered all its degree programmes (Bachelors, Masters and PhDs) through online modules. In the wake of the Corona Virus pandemic, termed COVID -19, Malawi, like most countries globally closed schools and all forms of face-to-face education and training in March 2019 as one of the ways to stop the spread of the virus. The Government, higher education institutions (HEIs) and key education stakeholders instituted urgent measures to ensure minimum disruption of learning due to the shutdown of schools and continuity of education from home. The measures included setting up digital platforms for online learning and telecommuting work place.

One of the new initiatives NCHE is championing is to map out HEIs offering online learning to establish a one stop shop access by the students, guardians and stakeholders in higher education for objective and verifiable information, validation on quality, galvanizing support from private sector and civil society organizations to support the pilot initiatives even through Public-private partnerships to address access to equipment and connectivity challenges for both students and teachers.

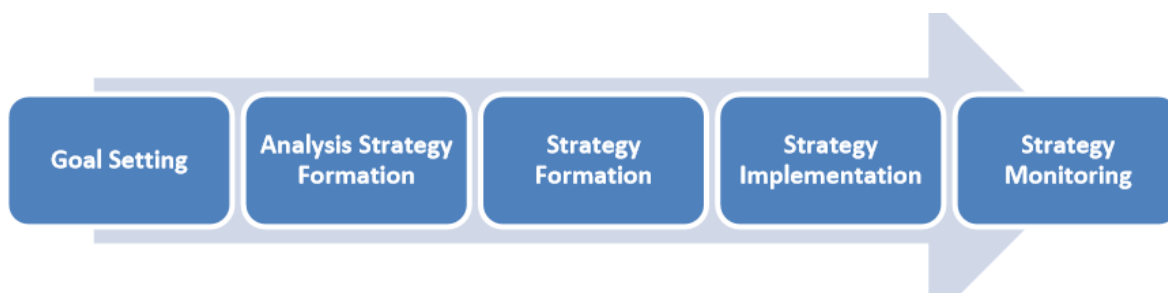
# **NCHE 2021-2026 STRATEGIC PLAN DEVELOPMENT PROCESS**

## **Approach and Methodology Background**

The development of this Strategic Plan followed a highly consultative and participatory approach as a means of setting goals and objectives. Through the facilitation of an external consultant and NCHE internal taskforce drawn from management and technical sections, the guiding principle and

approach of the assignment centred around the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis where external forces were scanned in the form of the PESTEEL philosophy which looks at the political, economic, social, technological, ecological (natural environment), ethical and legal variables that have a direct impact on the operations and success of an organization. These forces come into play in the form of opportunities and threats. Additionally, the internal strengths and weaknesses of NCHE were looked at critically.

This approach and methodology were intended to ensure ownership, commitment and leadership by NCHE's Council Members, Management, Staff and its key external stakeholders that include students, higher learning institutions, Government Ministries, Departments and Agencies (MDAs) and civil society organisations (CSOs). The guiding conceptual framework for the strategic planning process was derived and adapted from the Strategic Planning Model by Fred David (2013) which has three parts: Situation Analysis; Strategy Formulation and Strategy Implementation: see Figure 1 below.



**Figure 1: The Strategic Plan Development Process**

### ***Goal Setting***

At the core of this strategic planning process was the reflection on NCHE Mandate which led to the review of NCHE Vision, Mission statements, Core Values and specific organisational goals and objectives. All these foundational elements will guide NCHE in its pursuit of any strategic opportunities. It is also through goal setting that the Council and Management will be able to make strategic decisions.

### ***Analysis Strategy Formation***

Analysis of an organisation's strengths and weaknesses is a key stage of strategic planning process. Other than the internal analysis, NCHE also undertook external analysis of factors impacting on its internal operations in the form of PESTEEL as discussed above. Through its internal and external analysis, the Strategic Plan creates goals and objectives that will turn identified weaknesses to strengths and where possible mitigate threats and capitalise on opportunities as identified during such a SWOT analysis.

### ***Strategy Formulation***

Strategy formulation is a concept that entails developing specific actions that will enable NCHE to meet its specific goals and objectives. Strategy formulation entails using the information from the analyses, prioritizing and making decisions on how to address key issues facing the

organisation. Additionally, through strategy formulation, an organisation seeks to find ways of improving service delivery through benchmarking and other initiatives.

### ***Strategy Implementation***

Strategy implementation is putting the actual strategy into practice to meet organisational goals. The idea behind this concept is to gather all the available and necessary resources required to bring the strategic plan to life. It is envisaged that NCHE will implement its strategies through creating budgets, programmes and policies to meet financial, management, human resources and operational goals as outlined in the implementation matrices. For the successful implementation of this Strategic Plan, cooperation between Management and other staff members, as well as stakeholders, is necessary.

### ***Strategy Monitoring***

A final stage is the monitoring of the strategy after its implementation. Strategy monitoring entails evaluating the strategy to determine if it yields the anticipated results as espoused in the organisational goals. Here, NCHE has to determine what areas of the plan to measure and the methods of measuring these areas, and then compare the anticipated results with the actual ones. It is envisioned that through monitoring, NCHE will be able to understand when and how to adjust the plan to adapt to changing trends over the planned five-year period.

## **Stakeholder Consultations (Primary Research)**

The consultations were undertaken with both internal and external stakeholders to assess the current situation and performance of NCHE in line with the 2015-2020 Strategic Plan. A list of key stakeholders and participants to the consultative workshops and meetings is attached as Appendix 1. A situational analysis was undertaken to confirm the relevant external and internal factors that impact on NCHE's performance as well as carrying out a stakeholder analysis to identify the key actors that NCHE has to interact within the delivery of its mandate. Furthermore, the process sought agreement on the key challenges presented by the environment which NCHE will need to specifically respond to as part of its strategy.

The current external and internal environment analyses informed the formulation of the new strategic thrust through the redefined Vision, Mission, Core Values and Goals as well as identification of the key result areas that NCHE will focus on in the next five years (2021-2026). The redefined areas will help NCHE to achieve its mandate as stipulated by the relevant laws and statutes governing the operations of NCHE. Furthermore, the consultative process enabled the identification of Strategic Objectives, key strategies and activities for each of the Strategic Objectives.

As part of the Strategic Plan development exercise, a diagnostic and validation workshop was held to confirm the Vision and Mission through external and internal environment scanning and stakeholder analysis. The workshop also refined NCHE's Strategic Objectives, Strategies and Service Delivery Targets as part of comprehensive action plans that will ensure effective implementation of the Strategy.

Through these processes, the internal stakeholders comprising the Council Members, (old and current) Management and staff at all levels and external stakeholders shared an understanding of

their vision, roles and responsibilities for effective implementation of the Strategic Plan to achieve the mandate of NCHE.

The main methods used in data collection included key informant interviews, focus group discussions, individual and group exercises and plenary. The data collection was conducted in all the three regions through consultation workshops in Mzuzu, Lilongwe, and Blantyre.

### **Desk Research (Secondary Research)**

The consultative process was also complemented by an extensive review of relevant literature comprising the national and international documents especially strategic plans of similar institutions in other countries. It also included a review of various government policy documents to understand the national priorities that NCHE will need to contribute to during the Strategy period as well as the review of 2015-2020 Strategic Plan that provided the threshold for additional information gathering and facilitation.

## **REVIEW OF THE NCHE 2015-2020 STRATEGIC PLAN**

A detailed review of the 2015-2020 NCHE Strategic Plan was also undertaken that revealed notable achievements and drivers of that success for the execution of the plan. In summary, the following sections enumerate several achievements and their drivers for the past FIVE years. It also highlights some challenges that were experienced during the implementation period of the said Strategic Plan:

### **Notable Achievements for the Past Five Years**

NCHE has been operating for almost six years now. During these six years, the NCHE has achieved many milestones in its mandate of regulating the higher education sub-sector. These milestones have transformed the landscape of higher education in the country. Some of the major achievements are the following:

- i. Development and operationalisation of the NCHE Strategic Plan for 2015/2020;
- ii. Development and operationalization of the various quality assurance tools, standards and frameworks;
- iii. The value gained by HEIs for being recognised by a formal institution. This is evidenced by the way they craft their calls for students enrolment in their adverts, they try to capture various facets of NCHE mandate;
- iv. Registration of higher education institutions and their programmes; about 16 higher education institutions and their programmes have been registered as higher institutions eligible to offer higher education;
- v. Accreditation of higher education institutions and their programmes: about 25 higher education institutions and their programmes have been accredited;
- vi. The development of Higher Education Qualifications Framework (HEQF) and Higher Education Quality Assurance System (HEQAS);
- vii. The successful coordination of the harmonisation of students' selection to public universities;
- viii. The formulation and development of four public sub-sector reform areas: The Higher Education Overarching Bill (HEOB), the Opening up of offering of the Law programme to higher education institutions, the higher education levy (HE Levy) and the NCHE regulations;
- ix. The development of the higher education management information systems (HEMIS);
- x. The securing of a permanent residence/office for the Council;

- xi. The acquiring of various operational assests (motor vehicles, computers, ICT systems) for smooth execution of its mandate;
- xii. The successful coordination of the World Bank funded Skills Development Project (SDP) which was implemented by five institutions namely Chancellor College, The Polytechnic, Mzuzu University, Lilongwe University of Agriculture and Natural Resources (LUANAR) and Technical, Entrepreneurial and Vocational Education and Training Authority (TEVETA);
- xiii. Collaborations with development partners in higher education like UNESCO on the Shenzhen Project and UNDP on development of Model HE Gender Policy; and
- xiv. The facilitation of capacity building in various areas of the higher education like in quality assurance, tracer studies, workshops and trainings.

## Major Success Drivers for NCHE 2015-2020 Strategic Plan

The review process also singled out major success drivers during the implementation of the 2015-2020 NCHE Strategic Plan. Identification of such success drivers is expected to guide further strategic direction of the new 2021-2026 NCHE Strategic Plan. The success drivers are enumerated as follows:

- i. Strong and unwavering support from Government
- ii. Introduction of standards and regulatory systems within NCHE
- iii. Team spirit among staff at all levels at NCHE
- iv. Strong political will from Government
- v. Presence of strong governance structures and internal control mechanisms
- vi. Transparency and accountability in carrying out NCHE's mandate
- vii. Staff of high integrity and professional standards
- viii. Effective communication and engagement with key stakeholders
- ix. Good relations and effective communication with key stakeholders
- x. Ability to attract and retain skilled and experienced personnel.
- xi. Clear understanding of the Strategy by all members of staff
- xii. Collaboration with various stakeholders

## Risk Factors that Affected Successful Implementation of NCHE 2015-2020 Strategic Plan

As there were success drivers during the implementation of the 2015-2020 Strategic Plan on one hand, there were also other risk factors that affected successful implementation of the same on the other hand. The risk factors that have been identified include following:

- i. Inadequate financial support from the Government to enable Council carry out its mandate to the fullest;
- ii. Un-cooperation from HEIs due to lack of clear understaning of NCHE mandate.
- iii. Conflicting mandates between those of NCHE and the HEIs.
- iv. Unclear communication and delegation channels to members of staff;
- v. Resistance from both private and public HEIs due to lack of appreciation for services rendered by NCHE;
- vi. Inherent and growing mistrust by the public;
- vii. Lapses and delays in the implementation of laws, regulations and rules;
- viii. Outstanding financial obligations by stakeholders;
- ix. The COVID-19 pandemic affecting the country and the globe;
- x. Untimely approval of activities and programmes; and
- xi. Some inefficiencies in NCHE's internal operations.

# RATIONALE AND SIGNIFICANCE OF THIS STRATEGIC PLAN

## Rationale of NCHE 2021-2026 Strategic Plan

Overall, the main purpose of this strategic plan is to guide the operations and programming of NCHE for the period starting 1st July, 2021 to 31st March, 2026. Specifically, this Strategic Plan:

- i. Outlines NCHE's Mandate, Vision, Mission and Core Values;
- ii. Identifies internal Strengths and Weaknesses as well as external Opportunities and Threats through the SWOT analysis done under each identified Strategic Pillar;
- iii. Premises strategic framework with its specified priority focus areas;
- iv. Sets out clear strategic goals and objectives for the new strategic direction of NCHE;
- v. Formulates specific strategic activities for the set goals and outcomes (objectives);
- vi. Summary of the Strategic Plan through the NCHE's Strategy Map;
- vii. Maps out the implementation plan for the strategic activities; and,
- viii. Enumerates how the implemented activities will be evaluated through elaborate monitoring and evaluation mechanisms.

All these are set out and identified to ensure effective discharge of the mandate of NCHE within the framework of current developments in the higher education sub-sector.

## Significance of NCHE 2021-2026 Strategic Plan

It was important to formulate this strategic plan for the following reasons:

- i. To achieve total commitment to placing NCHE at the centre stage of the socio-economic development activities in support of provisions of the MGDS III in Malawi as well as the Sustainable Development Goals (SDGs) and the Agenda 2063 of the African Union (AU) internationally;
- ii. To achieve commitment to an ongoing strategic planning process to serve the interests of all stakeholders including students and parents, higher education institutions, Government, MDAs, Private Sub-sector, Civil Society Organisations (CSOs) and development partners so that NCHE remains relevant and responsive to their varied needs;
- iii. To achieve commitment to increasing access and improving the quality of higher education delivery by expanding the capacity of NCHE structures in Malawi to reach out even in the remotest areas.
- iv. To create an enabling environment whereby HEIs are operating within set standards and frameworks and are fully utilizing the conducive environment for their institutional growth.
- v. To act as a catalyst of letting HEIs to expand the horizon of developing other new programmes and service delivery as already outlined above;
- vi. To optimize resource utilization and accountability of NCHE so that market opportunities are fully capitalised upon and that the Council remains sustainable in the long-term; and
- vii. To achieve commitment to offering high quality higher education delivery mechanisms that should be demand-driven but at the same time of high quality.

# MAJOR HIGHLIGHTS OF NCHE 2021-2026 STRATEGIC PLAN

This Strategic Plan has been developed with the following major strategic focus:

- i. The Strategic Plan emanates from and cascades down from the MGDS III that governs the national agenda of Malawi.
- ii. The Vision and Mission Statements of NCHE have been redefined by incorporating issues to do with regulation of higher education as part of the Council's Mandate and key operations.
- iii. There are FOUR Strategic Pillars of Governance and Management, Business Processes and Operations, Stakeholder Engagement and Relations; and Financial Management and Sustainability that form the foundation of this strategic plan.
- iv. This Strategic Plan is driven by NCHE's overarching vision and mission of regulating the provision of higher education throughout the country in accordance with the principles of transparency, certainty, market orientation, efficiency and consumer satisfaction. The Plan highlights that NCHE will remain relevant and play its pivotal role in the HE sub-sub-sector if it continuously strives to act and innovate its regulatory power through the promotion of a conducive environment the sub-sector among the various HEIs and other stakeholders. This should be reflected through innovative services that are offered at relatively affordable charges that reflect the cost and adds value to students and guardians.
- v. NCHE makes a firm commitment to work diligently with all stakeholders within the higher education sub-sector; thus, the whole reason for the dedicated Strategic Pillar on the Stakeholder Engagement and Relations. This is done so that the aspirations and goals set out in this Strategic Plan are well and sustainably achieved. Malawi, as a country, has made a bold and strategic decision to embrace HE and its related services to be at the core of the development agenda of the country. Through teamwork and commitment, NCHE will fulfil these aspirations and create a HE future and environment that responds to the needs of all stakeholders in Malawi.
- vi. The new NCHE Strategic Plan is not an end in itself; it is a means to an end. To that end, it is envisaged that no efforts will be spared in ensuring that implementation, monitoring and evaluation activities of the Strategic Plan are carried out most effectively and efficiently.

## NCHE STAKEHOLDERS ANALYSIS

The strategic success of NCHE as a higher education regulator largely depends on how it relates and interacts with its key stakeholders and also how it recognises the diversified interests of such stakeholders. NCHE shall ensure an effective relationship with its stakeholders and also appreciate the interconnectedness and relationships of other stakeholders. Thus, this Strategic Plan identifies different NCHE stakeholders as Students, HEIs, MDAs; Development Partners, Civil Society and the general public. Their varied interests, roles and obligations are summarised in Appendix 2.

## THE SWOT ANALYSIS

NCHE's environmental scanning and analysis identified internal **Strengths** and **Weaknesses** as well as the external **Opportunities** and **Threats** through the **SWOT analysis**. It was necessary to identify the opportunities and threats in terms of their **PESTEEL** dimension which looks at the **political, economic, social, technological, ecological, ethical and legal** variables that have a direct impact on the operations and success of the Council.

The SWOT analysis was also conducted to evaluate internal factors in terms of the positive synergies and negative elements of the Council in the form of its strengths and weaknesses, respectively. This SWOT analysis has guided the development of a **NCHE's Strategy Framework** highlighting on focus

priority areas and also has directed the goal settings (**NCHE's Strategy Map**) and formulation of detailed strategies and activities on each set goal of this Strategic Plan through the implementation matrices.

The SWOT analysis details under each Strategy Pillar are captured in Table 1 below:

**Table 1: SWOT Analysis Under Each Strategy Pillar**

STRATEGY PILLAR	INTERNAL FACTORS		EXTERNAL FACTORS	
	Strengths	Weaknesses	Opportunities	Threats
<b>PILLAR 1: Governance and Management</b>	<ol style="list-style-type: none"> <li>1. NCHE has a qualified and right human capital base with integrity and competencies.</li> <li>2. The Council has defined governance structures.</li> <li>3. There are strong internal controls, supervision and monitoring mechanisms.</li> <li>4. Acquisition of own office space and land.</li> <li>5. Strong Government support.</li> </ol>	<ol style="list-style-type: none"> <li>1. The absence of regional/district structures to cater for district and regional matters.</li> <li>2. Inadequate infrastructure and operating equipment in the face of growing demand of the Council services.</li> <li>3. Inadequate staff and resources at the Secretariat in the face of growing demands for the Council services.</li> </ol>	<ol style="list-style-type: none"> <li>1. The NCHE Act and government policies guarantee legitimacy, authority and sustainability of the Council.</li> <li>2. Visible government reforms including the promotion of and emphasis on higher education.</li> <li>3. Government prioritisation of higher education.</li> </ol>	<ol style="list-style-type: none"> <li>1. Perceived political interference on operational and governance matters of the Council.</li> <li>2. Inadequate government funding to meet institutional needs.</li> <li>3. Delayed harmonisation of HE sub-sector laws with NCHE statute may compromise its mandate.</li> </ol>
<b>PILLAR 2: Business Processes</b>	<ol style="list-style-type: none"> <li>1. The presence of enabling policy environment such as quality assurance and accreditation standards, regulations, and reforms.</li> </ol>	<ol style="list-style-type: none"> <li>1. Weak and unharmonised regulatory frameworks for monitoring and regulation of higher education institutions.</li> <li>2. Over-reliance on paperwork for its operations instead of digitization.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased demand for higher education locally and internationally.</li> <li>2. Emergence of technological advancements and platforms.</li> </ol>	<ol style="list-style-type: none"> <li>1. Natural disasters and social upheavals such as COVID-19 pandemic.</li> <li>2. Slow adaptability towards technological advances.</li> </ol>

STRATEGY PILLAR	INTERNAL FACTORS		EXTERNAL FACTORS	
	Strengths	Weaknesses	Opportunities	Threats
<b>and Operations</b>	<p>2. The Council has its own assets/tools for trade like motor vehicles and equipment.</p> <p>3. The Council has installed and operationalised systems and technology.</p> <p>4. Increase buy-in and acceptance of NCHE activities by stakeholders.</p>	<p>3. Delays in providing feedback to stakeholders.</p> <p>4. Weakened and conflicting legislative instruments to enforce and uphold quality standards.</p> <p>5. Unharmonised and uncoordinated programmes and curricula by HEIs.</p> <p>6. Fragmentation of the legal framework on public Universities since each of them has its own Parliamentary Act without much reference to NCHE.</p> <p>7. NCHE is unable to fill/implement the vacant positions as in the FR due to financial constraints.</p> <p>8. Unclear career progression in some cadres and superfluous functions.</p> <p>9. Lack of internalisation of the quality assessment in HEIs.</p>	<p>3. Increasing number of higher education institutions.</p> <p>4. Wide areas of collaborations in HE, locally and internationally.</p>	<p>3. Weak compliance by higher education institutions in fulfilling their mandatory obligations.</p> <p>4. Some HIEs may behave bigger than the Council based on historical reasons. Most of the staff and even Council members might have been trained by the incumbent public universities such as UNIMA, LUANAR and MZUNI and are more likely to pay homage to their alma mater.</p>
<b>PILLAR 3: Stakeholder Engagement</b>	<p>1. There is constant and wide consultations with different stakeholders.</p>	<p>1. Limited awareness of the role and functions of NCHE by other stakeholders such as students/parents.</p>	<p>1. The growing goodwill and trust from stakeholders.</p>	<p>1. Perceived bias towards public higher education institutions at the expense of private institutions.</p>

STRATEGY PILLAR	INTERNAL FACTORS		EXTERNAL FACTORS	
	Strengths	Weaknesses	Opportunities	Threats
<b>and Relations</b>	<p>2. Strong and vibrant local and international networks and collaborations.</p> <p>3. Visibility through website and online presence, including public awareness.</p>	<p>2. Lack of engagement platforms through NCHE website, e.g. news updates, queries for feedback.</p> <p>3. Not yet implemented communication strategy for marketing, visibility and awareness hence breakdown in communication and inadequate publicity.</p>	<p>2. Increased network and collaboration with other stakeholders that include regulatory bodies (e.g. AQVN and SAQAN).</p>	<p>2. Perceived selective enforcement of regulations and standards.</p> <p>3. Negative perceptions from some stakeholders who see NCHE as a policing unit rather than a partner.</p> <p>4. Informational gap by the stakeholders on the role and functions of NCHE.</p>
<b>PILLAR 4: Financial Management and Sustainability</b>	<p>1.The Council is assured of continued subvention from government being a state-owned organisation.</p> <p>2.NCHE also generates its own income through fees (service fees for quality assurance services).</p>	<p>1.Lack of bargaining power for more resources.</p> <p>2.Lack of alternative innovative funding models, e.g. HE levy, research consultancy, corporate partnership, regional &amp; global networking.</p>	<p>1.Existence of development partners for funding projects.</p> <p>2.On-going Government reforms are supporting institutional innovation for sustainable funding.</p> <p>3.Increasing numbers of HEIs for funding activities.</p> <p>4.NCHE can have collaborative research with external partners in order to generate income.</p>	<p>1.Fragile funding environment in the face of economic turndown (e.g. Covid-19 pandemic).</p> <p>2.Shifts in priority areas by Government and donors.</p>

STRATEGY PILLAR	INTERNAL FACTORS		EXTERNAL FACTORS	
	Strengths	Weaknesses	Opportunities	Threats
			5. External linkages and partnerships can provide opportunities to improve the functioning of HEMIS.	

# **NEW STRATEGIC DIMENSIONS FOR NCHE 2021-2026 STRATEGIC PLAN**

There are some strategic thrusts that have been earmarked for the new Strategic Plan that are discussed in Sections 9.1 and 9.2 below.

## **Environmental Enablers for Achieving Targets For 2020-2025 Strategic Plan**

The successful implementation and achievement of targets set in this Strategic Plan depend on the presence of certain conditions that will act as enablers and facilitators. Key among these factors include an effective strategic leadership at the Secretariat; availability of resources both human and capital; a working networking and cooperation from all stakeholders; and a coherent and vibrant national educational policy on higher education.

### ***The role of a strategic leadership role***

The quality and sustainability of any organisation largely depends on the quality of strategic leadership that inspires, motivates and drives the organisation to achieve its core mandate and functions. The leadership and management will be required to provide direction and impetus for effective and efficient implementation of the Strategic Plan. To this end, qualified and skilled manpower and human resource training, upgrading and motivation will be part of the implementation outcomes.

### ***Availability of resources***

The success and sustainability of the operations of NCHE also depends on the continued availability of required resources, both human and capital, to implement the plan and achieve the 5-year targets set in the Strategic Plan. For NCHE to operate optimally, resources will be needed. Although the Council relies on government subvention, there will be deliberate and innovative interventions to source and solicit funding to compliment the subvention. Hence, NCHE undertakes to engage in innovative resource mobilisation initiatives such as grant and proposal writing and collaborative projects that generate additional resources to support the projects earmarked for the 5-year implementation period.

### ***Stakeholder engagement and networking***

Continued cooperation and engagement with relevant stakeholders will remain key in achieving the strategic goals in the Strategic Plan. There will be constant/continuous engagement and consultations with key stakeholders in order to have buy-in and cooperation. This will be accomplished through constant meetings, networking and information sharing. This will require a robust and functional Public Relations and communication strategy.

## ***Vibrant national higher education policy***

NCHE operations and directions are largely motivated by the national policy and legal frameworks. Hence, a stable and vibrant political and policy environment will be conducive to the effective and efficient operations of NCHE and the realisation of the 5-year strategic goals. The need to develop a higher education policy will be complimentary to these strategic aspirations. There is also need to harmonise and coordinate all higher education related policies and legal instruments in order to provide clarity and coherence in the regulatory framework and services.

### **Specific Programmes to be Undertaken Under NCHE2021-2026 Strategic Plan**

To have meaningful and successful implementation of the NCHE 2021-2026 Strategic Plan, the following enumerated programmes must be adopted by the Institution for the next five years:

- i. Implement automated systems ( HR, quality assurance, procurement etc)within the NCHE;
- ii. Strengthen quality assurance processes;
- iii. Build public and stakeholder trust through the awareness and sensitization programmes;
- iv. Increase the financial base through several resource mobilisation programmes;
- v. Expand the NCHE office complex;
- vi. Increase and strengthen NCHE human resource capacity to regulate and monitor HE providers in order to ensure quality higher education delivery;
- vii. Decentralise office operations to regional offices or structure settings;
- viii. Embark on higher education workshops/trainings on quality assurance, research and development activities with the aim of resource mobilization; and
- ix. Widen collaboration with various stakeholders for resource mobilization, benchmarking and internationalization.

# THE NEW NCHE'S STRATEGIC DIRECTION

NCHE has redefined itself in terms of the Vision, Mission and Core Values that are now focussed on stakeholder engagement, financial sustainability, research and innovation apart from conducting the normal operations as guided by the NCHE Act. Such new foundational elements are as follows:

## Mandate

To regulate higher education in Malawi.

## Vision

To be a higher education regulator which supports systematic growth and excellence of higher education institutions in Malawi.

## Mission

To promote quality, accessible, relevant and inclusive higher education and training in Malaŵi through use of best practices in higher education regulation.

## Core Values

NCHE will achieve its Mandate, Vision and Mission through the following Core Values as defined:

### ***Service-centred***

NCHE will focus on delivering the best services in higher education regulation in Malawi.

### ***Integrity***

NCHE will ensure professional, honest and open dealings with all stakeholders, devoid of financial malpractices, misinformation and legal impropriety.

### ***Transparency and Accountability***

NCHE shall operate in a transparent manner and shall be accountable to its stakeholders.

### ***Efficiency***

NCHE will run its processes and operations efficiently to realise its relevance and value for money for the services being delivered.

### ***Collaboration***

NCHE will engage with its employees and stakeholders to work together in order to realise synergetic outcomes.

### ***Professionalism***

NCHE shall conduct its business in a professional manner.

## **DEVELOPMENT OF NCHE'S STRATEGY FRAMEWORK**

NCHE has developed its strategic direction based on its Mandate, Vision, Mission and Core Value statements of the Council as well as the detailed SWOT analysis, stakeholder analysis and other situation analyses that were conducted during the strategic planning process.

### **The NCHE 2021-2026 Strategic Plan Framework**

NCHE strives to realign its institutional programming into the next five years through the FOUR critical and emerging strategic pillars as follows:

#### ***Pillar 1: Governance and Management***

This strategic pillar highlights processes, structures and organisational frameworks that define how power and decisions are taken and how the duty bearers are held accountable in an organisation. This also defines how the Council, Management and Staff play their roles in setting rules, procedures and informational guidelines to move the Council forward.

#### ***Pillar 2: Business Processes and Operations***

This strategic pillar deals with how various business processes, tasks, functions and responsibilities of various units or departments of an organisation are linked and coordinated efficiently and effectively in order to achieve the organisational set goals and outcomes.

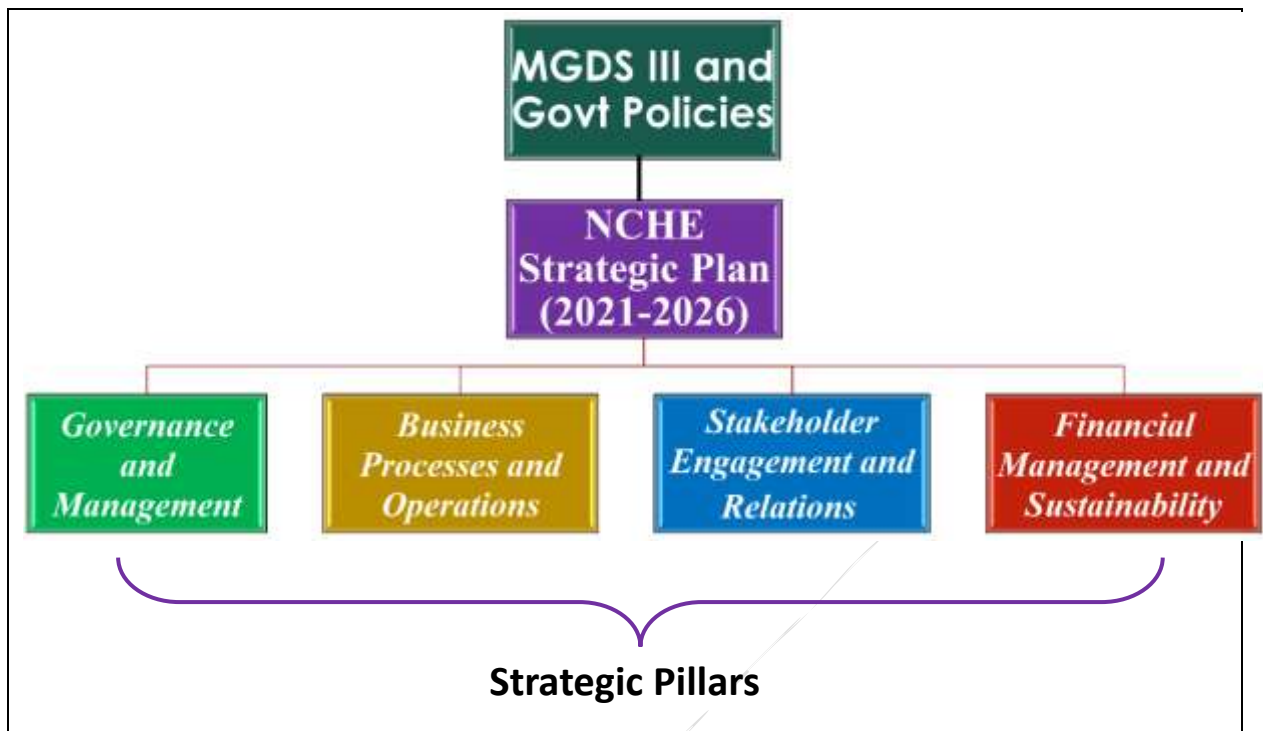
#### ***Pillar 3: Stakeholder Engagement and Relations***

This strategic pillar champions that need for NCHE to deliberately create a framework of incorporating key stakeholders in its operations. Such type of strategic engagement and relationship will bring NCHE closer to the stakeholders and both sides will be able to work synergistically to achieved their varied interests.

#### ***Pillar 4: Financial Management and Sustainability***

This strategic pillar involves activities surrounding the planning, organising, directing and controlling the financial activities of the Council so that it remains relevant and financially sustainable. The pillar promotes the use of finance's best practices.

The establishment of the above strategic areas resonates well with and cascades from the MGDS III and other Government Policies.. The established strategic areas are also in cognizant of emerging issues surrounding the operations of NCHE. The NCHE 2021-2026 Strategic Plan Framework is summarised in Figure 2 below:



**Figure 2: The NCHE 2021-2026 Strategic Plan Framework**

Based on the management performance system (e.g. the Balanced Scorecard) that NCHE adopted, these four strategic perspectives are foundational to the NCHE’s strategic planning processes as well as the assessment of its holistic performance. The FOUR key strategic Pillars have informed the setting of specific outcomes (goals), strategies and outputs for this Strategic Plan. Under each Pillar, the planned activities will continuously be monitored and later on evaluated using the designated performance management system as discussed under the Monitoring and Evaluation section below.

## **MAJOR HIGHLIGHTS OF THE STRATEGIC PLAN EMERGING ISSUES**

The following sections capture major highlights on emerging issues on each Pillar as identified.

## Pillar 1: Governance and Management

- i. The following highlight the major emerging issues and strategies under the **Governance and Management Strategic Pillar:**
- ii. There are concerns about NCHE not having regional offices in the three regions of Malaŵi;
- iii. Some staff attrition issues are stifling NCHE's strategic productivity and sustainability;
- iv. There have been concerns about the political interference within NCHE operations;
- v. NCHE needs to create more local and international links and networks through formal memoranda of understanding (MOUs);
- vi. NCHE needs to improve on promotion and motivation of staff to enhance staff retention; and
- vii. NCHE needs deliberate training of its staff to higher academic qualifications for succession planning;
- viii. There may be a need to review some old administrative rules, regulations and practices that may not be in tandem with new challenges as faced within the higher education sub-sector.

## Strategic Pillar 2: Business Processes and Operations

The following highlight the major emerging issues and strategies under the **Business Processes and Operations Strategic Pillar:**

- i. There is a growing demand for NCHE's services all over the country; thus, NCHE should be thinking of embarking on decentralisation of its services/programmes to the regional areas;
- ii. There has been an outcry amongst HEIs on NCHE's lack of prompt feedback after visitations and assessments on registration and accreditation;
- iii. There has been new proposed programmes and services that NCHE should embark on in the next five years;
- iv. There should also be processes and operations that should link up with different stakeholders in the form of regulatory frameworks;
- v. NCHE should embark on capacity building and facilitation of coaching and mentoring of existing and new HEIs.

## Strategic Pillar 3: Stakeholder Engagement and Relations

The following highlight the major emerging issues and strategies under the **Stakeholder Engagement and Relations Pillar:**

- i. There is a need for continuous stakeholder engagement;
- ii. NCHE should form permanent relationships/collaborations with all its key stakeholders;
- iii. There should be formal collaborative projects with local and international institutions and individuals in higher education;
- iv. There is a need to explore the engagement of existing leadership of HEIs and students as goodwill ambassadors for NCHE;
- v. There is a need for maximum utilisation of some free communication channels for NCHE's services.

## Strategic Pillar 4: Financial Management and Sustainability

The following highlight the major emerging issues and strategies under the **Financial Management and Sustainability Strategic Pillar:**

- i. It has been established that NCHE has opportunities that should be nurtured sustainably like annual subscriptions and donor projects;
- ii. NCHE should enhance the internal controlling, monitoring and evaluation mechanisms for proper financial management;
- iii. NCHE should collaborate with donors and development partners as part of resource mobilisation;
- iv. There is a need for NCHE to focus on research and outreach activities in different formats and how NCHE should disseminate such research results online or otherwise;
- v. There is a need for NCHE to hold annual HE fora on various topics as a way of income generation.

## **STRATEGIC GOAL SETTING WITH SPECIFIC OUTCOMES AND STRATEGIES UNDER EACH PILLAR**

NCHE has earmarked the above FOUR strategic pillars for focus during the next five years of the Strategic Plan. Below are the strategic goals with their specific outcomes under each:

### **Pillar 1: Governance and Management**

<b>Strategic Goal</b>	<b>Specific Outcomes</b>	<b>Strategies</b>
<b>1. To improve oversight at Council level</b>	<ul style="list-style-type: none"> <li>• <b><i>Improved decision-making and coordination</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Establish a communications platform for Council members and their proxies</i></li> </ul>
<b>2. To improve human resource capacity</b>	<ul style="list-style-type: none"> <li>• <b><i>Increased employee satisfaction</i></b></li> <li>• <b><i>Increased employee engagement</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Implement the institutional functional review in full</i></li> <li>• <i>Develop management development programmes for NCHE</i></li> <li>• <i>Conduct semi-annual balanced scorecard appraisals</i></li> <li>• <i>Develop mentorship and succession programmes</i></li> <li>• <i>Develop and implement annual capacity building plans</i></li> <li>• <i>Review Terms and Conditions of Service</i></li> <li>• <i>Conduct work environment audits (physical audits)</i></li> <li>• <i>Conduct staff satisfaction survey</i></li> </ul>

Strategic Goal	Specific Outcomes	Strategies
		<ul style="list-style-type: none"> <li>• <i>Conduct skills and competency needs assessment</i></li> <li>• <i>Develop a comprehensive grievance management system</i></li> <li>• <i>Develop wellness programmes</i></li> <li>• <i>Develop the NCHE Gender, GBV, Inclusivity Policies</i></li> </ul>
<p><b>3. To enhance transparency and accountability</b></p>	<ul style="list-style-type: none"> <li>• <b><i>Increased compliance with statutory obligations</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Improve on adherence to a set of statutory obligations</i></li> <li>• <i>Enhance institutional integrity functions</i></li> <li>• <i>Improve on regulatory processes</i></li> <li>• <i>Establish consultative and advisory forums/network (perceived bias towards public HEIs)</i></li> <li>• <i>Need to have some mention of how the Council can support an HEI when it has a complaint/issue</i></li> </ul>
<p><b>4. To Enhance governance and management systems</b></p>	<ul style="list-style-type: none"> <li>• <b><i>Increased openness, transparency and access to information on management decisions.</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Hold regular staff meetings</i></li> <li>• <i>Enhance the management accountability on Council decisions</i></li> <li>• <i>Conduct a mid-term review of the Strategic Plan (to be conducted in the 3<sup>rd</sup> year after 2½ years of its implementation)</i></li> <li>• <i>Review the whole Strategic Plan and develop a new one in the 5<sup>th</sup> year</i></li> <li>• <i>Hold quarterly meetings of the Council members</i></li> <li>• <i>Conduct annual training for the Council members</i></li> <li>• <i>Review Council Charter</i></li> </ul>

Strategic Goal	Specific Outcomes	Strategies
		<ul style="list-style-type: none"> <li>• <i>Conduct annual Council performance assessment</i></li> <li>• <i>Produce the Council remuneration &amp; expenses report</i></li> <li>• <i>Conduct paperless Council meetings</i></li> </ul>

The details about specific outputs on the above goals and outcomes, their Key Performance Indicators (KPIs), overall baselines and targets, annualised targets over five years (timing of implementation) and the designated responsible office(s) under the above **Pillar 1: Governance and Management** are captured in Section 16.0.

## Pillar 2: Business Processes and Operations

Strategic Goal	Specific Outcomes	Strategies
<b>1. To improve efficiency in business processes and operations</b>	Improved efficiency of business processes and operations.	Improve on efficiencies in carrying out business operations
	<ul style="list-style-type: none"> <li>• <b><i>Improved regulation and compliance of HE sub-sector</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ensure compliance of HEIs on existing regulations-</i></li> <li>• <i>Operationalise ODeL framework</i></li> <li>• <i>Conduct regular audits and spot checks to HEIs</i></li> <li>• <i>Enforce penalties for non-compliance</i></li> <li>• <i>Develop a framework for conducting audits</i></li> <li>• <i>Develop Standard Operating Procedures (SOPs) for conducting audits</i></li> <li>• <i>To develop compliance systems that are responsive to emerging issues like COVID-19</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Enhanced quality assurance systems and processes.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Review and certify the NCHE quality assurance activities by relevant international bodies through benchmarking (NCHE to be accredited)</li> <li>• Review standards and frameworks and attain ISO Certification</li> <li>• Institutionalise functional quality assurance systems in HEIs (not as an activity but a continuous process)</li> <li>• Develop a minimum body of knowledge for similar programmes/specific fields</li> <li>• Enforce quality assurance knowledge and sharing processes for HEIs</li> <li>• Enforce regular quality assurance support by NCHE to HEIs</li> <li>• Conduct regular training of reviewers</li> <li>• Engage HEIs students on quality assurance issues</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Enhanced M&amp;E systems and activities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop M&amp;E system and activities</li> <li>• Develop documentation of M&amp;E system best practices</li> <li>• Review M&amp;E system periodically</li> <li>• Conduct on job training/orientation on M&amp;E system for NCHE Staff</li> <li>• Enhance capacity building on utilisation of HEMIS for HEIs</li> <li>• Develop a public HE Funding Framework/Model</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Increased/improved enhanced internal ICT services and</b></li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade network infrastructure</li> <li>• Review internal ICT policy</li> <li>• Conduct information systems audit</li> </ul>

	<b>security (where is NCHE backup)</b>	<ul style="list-style-type: none"> <li>• Increase ICT innovations</li> </ul>
<b>2. To promote and embark on research and development (R&amp;D) activities</b>	<ul style="list-style-type: none"> <li>• <b>Increased research and development activities both at NCHE and HEIs</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop a research and development strategy for NCHE and HE sub-sector</li> <li>• Develop a research depository</li> <li>• Establish a network/forum for HEI researchers</li> <li>• Conduct an impact assessment of NCHE's regulatory role</li> </ul>
<b>3. To improve the working environment for employees</b>	<ul style="list-style-type: none"> <li>• <b>Improved Employee work environment</b></li> </ul>	<ul style="list-style-type: none"> <li>• Conduct regular and timely maintenance of work tools and equipment</li> <li>• Maintain a safe and secure property and work environment</li> <li>• Conduct regular reviews of employee-related policies</li> </ul>

The details about specific outputs on the above goals and outcomes, their KPIs, overall baselines and targets, annualised targets over five years (timing of implementation) and the designated responsible office(s) under the above **Pillar 2: Business Processes and Operations** are captured in Section 17.0.

### Pillar 3: Stakeholder Engagement and Relations

Strategic Goal	Specific Outcomes	Strategies
<b>1. To improve communication systems and stakeholder engagement</b>	<ul style="list-style-type: none"> <li>• <b>Improved stakeholder engagement and management</b></li> </ul>	<ul style="list-style-type: none"> <li>• Improve on communication, awareness and visibility platforms</li> <li>• Develop a stakeholders engagement and feedback system</li> <li>• Improve on service delivery systems</li> </ul>
<b>2. To enhance regional and international collaborations and networks</b>	<ul style="list-style-type: none"> <li>• <b>Enhanced regional and international networks</b></li> </ul>	<ul style="list-style-type: none"> <li>• Document and ratify all regional and international agreements</li> <li>• Monitor all regional and international agreements</li> </ul>

Strategic Goal	Specific Outcomes	Strategies
		<ul style="list-style-type: none"> <li>• <i>Increase participation in national, regional and international agreements</i></li> <li>• <i>Collaborate with national, regional and international bodies</i></li> </ul>
<b>3. To improve on corporate social responsibility (CSR) activities</b>	<ul style="list-style-type: none"> <li>• <b><i>Improved corporate social responsibility</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Develop a corporate social responsibility (CSR) policy</i></li> </ul>

The details about specific outputs on the above goals and outcomes, their KPIs, overall baselines and targets, annualised targets over five years (timing of implementation) and the designated responsible office(s) under the above **Pillar 3: Stakeholder Engagement and Relations** are captured in Section 18.0.

#### Pillar 4: Financial Management and Sustainability

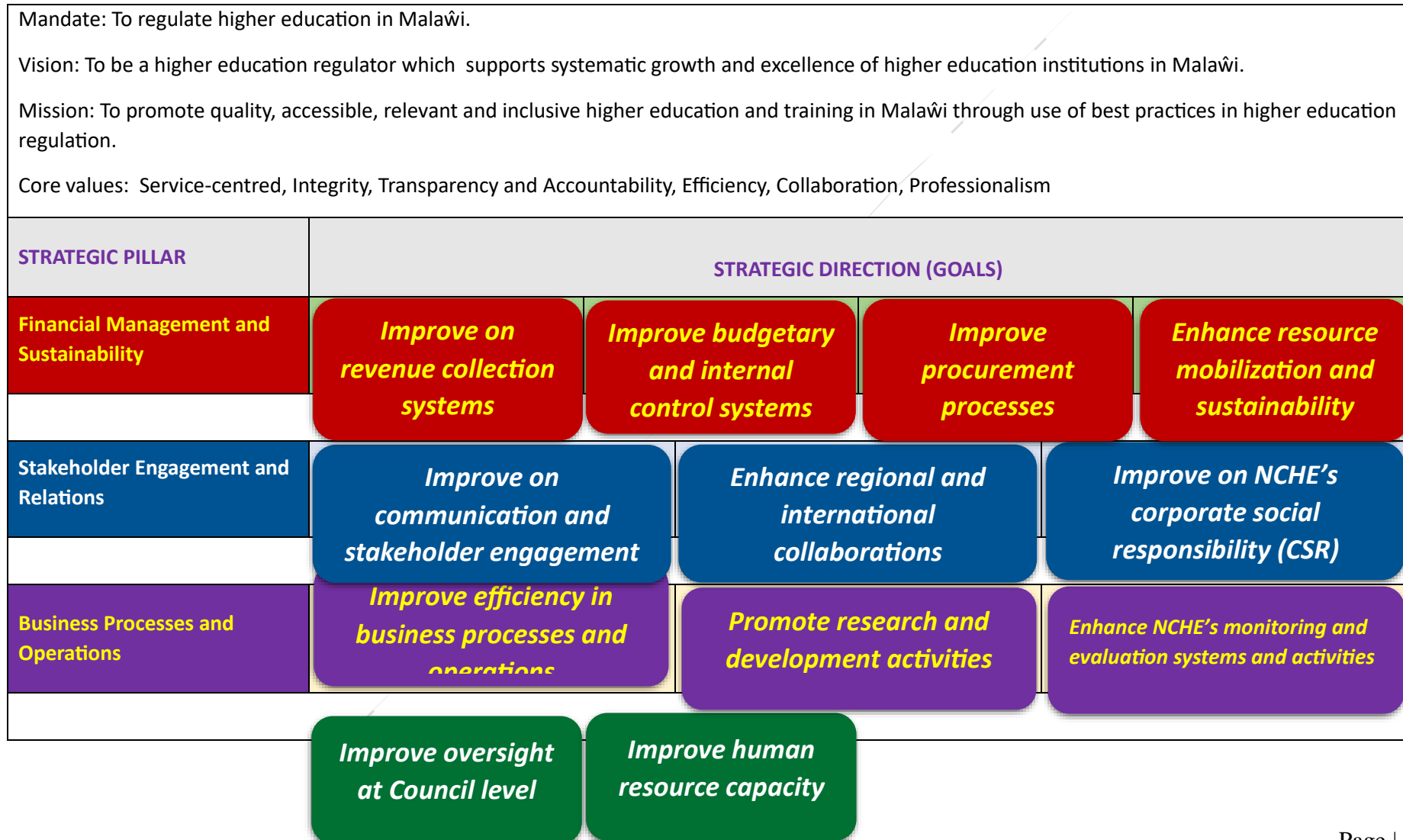
Strategic Goal	Specific Outcomes	Strategies
<b>1. To improve on revenue collection activities</b>	<ul style="list-style-type: none"> <li>• <b><i>Enhanced efficiency in revenue collection systems</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Enforce the Council's legally supported revenue collection avenues</i></li> </ul>
<b>2. To improve the budgetary and management control systems</b>	<ul style="list-style-type: none"> <li>• <b><i>Improved budgetary and control systems</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Improve on financial management, monitoring and reporting systems</i></li> <li>• <i>Generate and maintain the NCHE assets inventory list periodically</i></li> </ul>
<b>3. To improve the procurement processes and support systems</b>	<ul style="list-style-type: none"> <li>• <b><i>Enhanced efficiency in procurement and support systems</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Develop an efficient and effective procurement support system</i></li> </ul>
<b>4. To enhance resource mobilisation and financial sustainability</b>	<ul style="list-style-type: none"> <li>• <b><i>Improved resource mobilisation and financial sustainability</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Implement a Resource Mobilisation Strategy</i></li> </ul>

The details about specific outputs on the above goals and outcomes, their KPIs, overall baselines and targets, annualised targets over five years (timing of implementation) and the designated responsible office(s) under the above **Financial Management and Sustainability Strategic Pillar** are captured in Section 19.0.



Based on NCHE’s Vision, Mission, Core Values, Strategic Perspectives, Goals and Outcomes; the new strategic direction of NCHE is summarised through its strategy map as follows:

### NCHE’S Strategic Plan Model (Strategy Map)



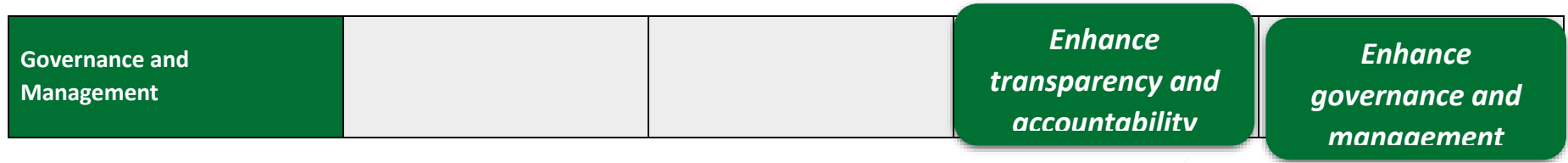
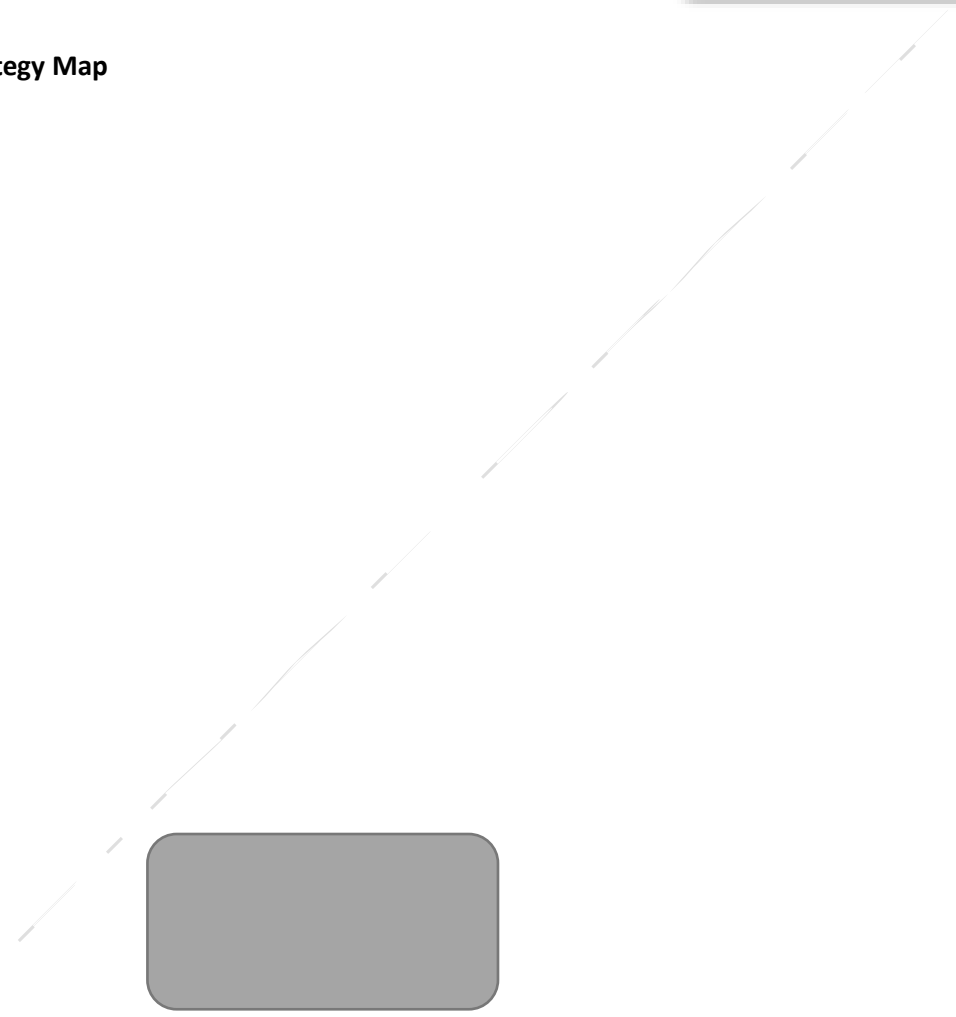


Figure 3: The 2021-2026 NCHE's Strategy Map



## **STRATEGIC PREMISES (ASSUMPTIONS)**

This Strategic Plan has been developed based on the following fundamental premises (assumptions):

- i. That there will be continued Government support and political will on operations of NCHE;
- ii. That the presence of enabling political and socio-economic environment in Malaŵi will continue to prevail;
- iii. That the COVID-19 as experienced in early 2020 and beginning of 2021 is just a temporary spell and that the global pandemic will not significantly affect operations of NCHE;
- iv. That there will be continued mutually-supportive relationship with all key stakeholders.
- v. That there is conducive legal environment in Malaŵi for NCHE as a higher education regulator;
- vi. That there will be continued high demand for the HE services and programming by the HEIs and citizens of the country;
- vii. That the Functional Review will be implemented to ensure that the staff complement of Management and support personnel within NCHE will remain at sufficient levels to execute the planned activities; and
- viii. That there will be adequate facilities to carry out NCHE's operations economically, efficiently and effectively.

## **IMPLEMENTATION OF THE STRATEGIC PLAN**

This Strategic Plan will be officially launched for purposes of raising its profile and a declaration of guidelines for performance assessment. The profiling function will involve inclusion of all key stakeholders.

### **Implementation Issues Using the Performance Scorecard Management System**

The strategic framework incorporating goals and strategies that has been formulated for NCHE is forward looking and is designed to be accomplished in the next five years of the planning horizon. It is expected that such strategies are not just paper-based ambitions but should be translated into actions as prescribed. During the implementation stage, it is imperative that there should be sufficient continuous monitoring and control of the laid strategies and activities. As part of the continuous process, the actual results shall be compared against set targets through the management reports.

It has been provided in the Strategic Plan that the implementation of the set activities will be done by all Departments and Divisions, Sections and Units of NCHE. The action plan (through implementation matrices) includes either respective directors or officers who will be responsible for ensuring smooth implementation of this Strategic Plan.

## Implementation Premises

The implementation of earmarked activities of this Strategic Plan will be executed under the following strategic premises:

- i. That the office of Chief Executive Officer will fully support the activities of this Strategic Plan as provided in its implementation framework;
- ii. That there will be total support, cooperation and responsiveness by all MDAs within the Malaŵi Government machinery;
- iii. That there will be support from all stakeholders as identified in the Strategic Plan;
- iv. That there will be positive staff retention and staff attitude within NCHE which will be maintained if not improved; and
- v. That the collaborative team will continue to exist at NCHE.

## Implementation Process

The implementation process will consider the following factors and guidelines:

- i. Encourage every member of management and staff to actively participate in translating plans into actions and creating an atmosphere of total involvement;
- ii. Strive for continuous improvement in quality, efficiency and responsiveness always aiming at satisfying all key stakeholders;
- iii. Control and continuously improve operational frameworks for effective and efficient decision-making processes as guided by NCHE's management information systems;
- iv. Take a preventive and proactive approach. Management shall reward personnel for doing prevention-oriented work and those that seek to eliminate non-value-added activities;
- v. Adopt an error-free attitude. Instil an attitude that "good enough" is not good enough anymore. A zero-defect attitude should become each individual's performance standard;

Develop linkages and networks with as many stakeholders as possible locally and internationally. The success of NCHE as an external regulatory body is incumbent upon the success of all stakeholders of NCHE.

# **MONITORING AND EVALUATION FRAMEWORK OF THE STRATEGIC PLAN**

## **Monitoring and Evaluation (M&E) Using the Performance Management System**

As part of implementation, NCHE should institute strategic control processes through the tracking of the strategy as it is being implemented, detecting problems of changes in its underlying premises and making necessary adjustments as the outside environment (as per the SWOT analysis) is also constantly changing. Typically, NCHE Management and Staff will be responsible for the success of this Strategic Plan by critically looking at its strategic direction, strategic performance of its critical success factors (CSFs) as measured by the key performance indicators (KPIs) on the implementation matrices. Some of the guiding questions during the tracking exercise will include the following:

### ***Strategic Direction***

- i. Are we moving in the right direction?
- ii. Are key things or activities happening as expected ?
- iii. Are our assumptions or premises about major trends and changes still correct?
- iv. Are we doing the critical things that need to be done?
- v. Should we adjust or abort our strategic provisions that were formulated?

### ***Strategic Performance***

- i. How well are we performing in our plans?
- ii. Are objectives and implementation schedules being met?
- iii. Are responsible personnel doing their respective assignments in line with tables, schedules and deadlines?
- iv. Are costs, revenues, and cash flows meeting projections as provided in the Strategic Plan?
- v. Do we need to make any operational changes to close any identified gaps?

### ***Operational Control Using the Balanced Scorecard Management System***

While strategic control will attempt to steer the institution over an extended period, operational controls will provide post-action continuous assessment, evaluation and control over short periods falling within one year. To be effective, operational control management systems shall be based on the following four steps

- i. Setting of standards of performance;
- ii. Measurement of actual performance quantitatively or qualitatively;
- iii. Identification of any deviations from targets, especially the significant ones; and
- iv. Initiation of corrective actions against significant deviations.

### The Monitoring and Evaluation Process

NCHE will continue using the requisite Performance Management System that uses in-built monitoring and evaluation (M&E) management systems through the incorporation of all provisions captured in the implementation matrices of this Strategic Plan. There will be that need for imperative assessments of the achievements of NCHE's strategic goals, outcomes and outputs through continuous monitoring. Heads of Directorates of various functions will prepare quarterly progress reports and forward them to the Planning, Research and Development department of NCHE. Such reports will be consolidated and incorporated into the performance contracts signed between the NCHE's CEO and respective Directorates. At the end of every year, there will be a review of progress made towards achieving the targets and a mid-term evaluation will be conducted **in Year 3; after 2½ years of implementation of this Strategic Plan**, with particular reference to the Strategic Plan set goals.

## DEVELOPMENT OF THE ACTION PLAN (IMPLEMENTATION MATRICES)

The following tables represent the implementation matrices on each strategic area which chart strategic goals, outcomes, outputs (activities), measurement metrics (key performance indicators – KPIs), implementation timings and the appropriate responsibilities as highlighted on each activity. Each implementation matrix is tabulated based on the set strategic goals and outcomes of the Strategic Plan.



## PILLAR 1: GOVERNANCE AND MANAGEMENT

	Key Performance Indicators (KPIs)	Baseline (2020)		Target (2026)	ANNUAL TARGETS					Responsible Officer(S)
					2021/2	2022/3	2023/4	2024/5	2025/6	
Goal 1: To improve oversight at the Council level										
<b>OUTCOME:</b>										
<b>Improved decision making and coordination</b>										
<b>OUTPUTS:</b>										
1. Communication platform established for Council members	Communication platform(s) (Google, virtual meetings)	0		2	2	0	0	0	0	CEO
Goal 2: To improve human resource capacity										
<b>OUTCOMES</b>										
<b>Increased employee satisfaction</b>	<b>Employee satisfaction index (%)</b>	82		85	82.5	83.5	84	84.5	85	CEO
<b>Increased employee engagement</b>	<b>Employee engagement index (%)</b>	71		75	72	73	74	74.5	75	CEO

	Key Performance Indicators (KPIs)	Baseline (2020)		Target (2026)	ANNUAL TARGETS					Responsible Officer(S)
					2021/2	2022/3	2023/4	2024/5	2025/6	
<b>OUTPUTS</b>										
1. Functional review implemented and reviewed	Functional review Implemented	1		1	1	0	0	0	0	CEO
	Reviewed	0		1	0	0	0	1	0	CEO
2. Management development program conducted	Percent of Management staff trained	0		100	75	80	85	95	100	CEO
3. Recruitment of additional staff as per the Functional Review	Number of staff recruited				0	0	0	0	0	CEO
4. New Annual Appraisal System	Developed	1		1	1	1	1	1	1	DDFA
	Implemented	1		1	1	1	1	1	1	
	Reviewed	0		1	0	0	1	0	0	
5. Quarterly appraisals conducted	Number of appraisals Implemented	100%		100%	100%	100%	100%	100%	100%	DDFA
6. Mentorship and succession programmes developed	Number of employees mentored	0		100%	50%	60%	70%	80%	100%	CEO
7. Capacity building plans developed & implemented	Number of staff trained	30%		100%	50%	60%	70%	80	100%	CEO

	Key Performance Indicators (KPIs)	Baseline (2020)		Target (2026)	ANNUAL TARGETS					Responsible Officer(S)
					2021/2	2022/3	2023/4	2024/5	2025/6	
8. Conditions of service reviewed	Reviewed Conditions of services booklet	1		1	0	0	1	0	0	DDFA
9. NCHE Disaster Recovery Plan	Developed	0		1	1	0	1	0	0	DDFA
	Implemented	0		1	1	0	1	0	0	
	Reviewed	0		1	0	0	1	0	0	
10. Work environment audit conducted (physical)	Number of work environment audits	0		5	1	1	1	1	1	DDFA
11. Staff satisfaction survey conducted	Staff satisfaction survey	1		5	1	1	1	1	1	DDPRD
12. Skills and Competence needs assessment conducted	Number of skills and competency needs assessments	1		2	1	0	0	1	0	CEO
13. Grievance management systems developed	Developed,	0		1	1	1	1	1	1	DDFA
	Impemented	0		1	1	1	1	1	1	
	Reviewed	0		1	0	0	1	0	0	
14. Wellness programmes developed	Developed	0		1	1	1	1	11	1	CHRAO
	Implemented	0		1	1	1	1	1	1	
	Reviewed	0		1	0	0	1	0	0	
	Developed,	0		1	1	1	1	1	1	CHRAO

	Key Performance Indicators (KPIs)	Baseline (2020)		Target (2026)	ANNUAL TARGETS					Responsible Officer(S)	
					2021/2	2022/3	2023/4	2024/5	2025/6		
15. NCHE Gender, GBV, Inclusivity Policies developed	Implemented	0		1	1	1	1	1	1		
	Reviewed	0		1	0	0	1	0	0		
<b>Goal 3: To enhance transparency and accountability</b>											
<b>OUTCOME</b>											
Increased compliance to statutory obligations	Percentage compliance with statutory obligations	100%		100%	100%	100%	100%	100%	100%	100%	CEO
<b>OUTPUTS</b>											
1.	Number of procurement and disposal reports submitted to PPDA	4		20	4	4	4	4	4	4	PO
	Annual procurement plan submitted to PPDA	1		5	1	1	1	1	1	1	PO
	Number of statutory remittances (payroll)	12		60	12	12	12	12	12	12	DDFA
	TEVET levy remitted	5		5	1	1	1	1	1	1	DDFA
	Number of external audits conducted	5		5	1	1	1	1	1	1	DDFA

	Key Performance Indicators (KPIs)	Baseline (2020)		Target (2026)	ANNUAL TARGETS					Responsible Officer(S)
					2021/2	2022/3	2023/4	2024/5	2025/6	
2. Institutional Integrity functions enhanced	Ethics and Integrity policy developed	0		1	1	0	0	0	0	CEO
	Ethics and Integrity policy implemented	0		1	1	0	0	0	0	CEO
	Ethics and Integrity policy reviewed	0		1	0	0	1	0	0	CEO
	Fraud and Corruption Prevention policy reviewed	0		0	1	0	0	0	0	CEO
3. Regulatory processes improved	Sanctions regulations for non-compliance gazetted	0		1	1	0	0	0	0	CEO
	Number of NCHE Regulations dissemination sessions/meetings	0		5	1	1	1	1	1	DPRD
4. Consultative and advisory forums/network formed (perceived bias towards public HEIs)	Number of Advisory forums formed	0		3	1	0	1	0	1	DPRD
	Terms of reference developed and Implemented	0		1	1	0	0	0	1	DPRD
	<b>Goal 4: To enhance governance and management systems</b>									

	Key Performance Indicators (KPIs)	Baseline (2020)		Target (2026)	ANNUAL TARGETS					Responsible Officer(S)
					2021/2	2022/3	2023/4	2024/5	2025/6	
<b>OUTCOME</b>										
<b>Increased openness, transparency and access to information on Management decisions</b>	<b>Employee satisfaction index</b>									
<b>OUTPUTS</b>										
1. Regular meetings held	Number of executive management meetings held	12		60	12	12	12	12	12	CEO
	Number of departmental meetings held	12		60	12	12	12	12	12	HODs
	Number of all Staff meetings held	4		30	6	6	6	6	6	HRAO
	Number of NCHE committees' (training, resource, IPDC etc) meetings held	12		60	12	12	12	12	12	Chairpersons
2. Management accountability on Council decisions enhanced	% of Council resolutions implemented	100%		100%	100%	100%	100%	100%	100%	CEO

	Key Performance Indicators (KPIs)	Baseline (2020)		Target (2026)	ANNUAL TARGETS					Responsible Officer(S)
					2021/2	2022/3	2023/4	2024/5	2025/6	
3. Strategic plan mid-term review conducted	Mid-term review report	1		1	0	0	1	0	0	DPRD
4. Strategic plan review and development conducted	Review and development	0		1	0	0	0	0	1	DPRD
5. Quarterly meetings of the Council members held	Number of Council meetings	20		20	4	4	4	4	4	CEO
6. Annual training for the Council members conducted	Number of trainings conducted	2		5	1	1	1	1	1	CEO
7. Council Charter reviewed/developed	Number of Council charter developed	1		1	0	0	1	0	0	CEO
	Number of Council charter implemented	1		1	0	0	1	0	0	CEO
	Number of Council Charter reviewed	1		1	0	0	1	0	0	CEO
8. Annual Council performance assessment	Performance appraisal reports	0		5	1	1	1	1	1	CEO
9. Council remuneration &	Number of Council remuneration and expenses reports	12		60	12	12	12	12	12	CEO

	Key Performance Indicators (KPIs)	Baseline (2020)	Target (2026)	ANNUAL TARGETS					Responsible Officer(S)	
				2021/2	2022/3	2023/4	2024/5	2025/6		
expenses report produced										
10. Paperless Council meetings conducted	Paperless Council system in place	0	1	1	0	0	0	0	0	CEO

## PILLAR 2: BUSINESS PROCESSES AND OPERATIONS

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)	
				2021/2	2022/3	2023/4	2024/5	2025/6		
Goal 1: To improve efficiency in business processes and operations										
<b>OUTCOME 1:</b>										
Improved efficiency of business processes and operation										
<b>OUTPUTS:</b>										

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
Increased efficiency in carrying out business operations	Reduced time for registration and accreditation process of HEIs as per the NCHE Service charter and regulations.	6 months	4 months	6	5	4	4	4	DR&AS
	Automated online registration and accreditation processes developed	0	1	1	0	0	0	0	DS&QA
	Automated online registration and accreditation processes implemented	0	1	0	1	0	0	0	DR&AS
	Automated online registration and accreditation processes reviewed	0	1	0	0	0	1	0	DR&AS & DS&QA
	Enhanced uptake/utilization of online application for harmonised selection by candidates	% of students	50%	20	25	30	40	50	DPRD
	Digitised information/library storage system developed	0	1	0	1	0	0	0	DPRD

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	Digitised information/library storage system implemented	0	1	0	0	1	0	0	DPRD
	Digitised information/library storage system reviewed	0	1	0	0	0	0	1	DPRD
	Service Charter timelines adherence (why not working)	0	1	1	0	0	0	1	PRO
	Conduct governance and operations audit	5	5	1	1	1	1	1	IA
	Facilitate risk management activities	5	5	1	1	1	1	1	IA
<b>OUTCOME 2:</b>									
<b>Improved regulation and compliance of HE sub-sector</b>	NCHE Regulations and compliance of the HE sub-sector implemented	0	1	1	0	0	0	0	DPRD
<b>OUTPUTS:</b>									
1. HEIs comply with the existing regulations	Number of HEIs complying to regulations	25	50	30	35	40	45	50	DS&QA

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
2. ODeL framework operationalised	Number of HEIs implementing ODeL framework	0	50	10	20	30	40	50	DR&AS
3. Regular audits and spot checks to HEIs	Number of compliance audits conducted	0	50	10	10	10	10	10	DS&QA
4. Develop national audit framework for HEIs	Developed	0	1	1	0	0	0	0	DS&QA
	Implemented	0	0	0	1	0	0	0	DS&QA
	Reviewed	0	0	0	0	1	0	0	DS&QA
5. Standards and frameworks developed and reviewed	Number of Standards and frameworks developed	5	10	6	1	1	1	1	DS&QA
6. Periodic review of regulation and compliance systems considering emerging issues (Covid-19)	Number of reviews conducted	0	5	1	1	1	1	1	DS&QA
<b>OUTCOME 3:</b>									
<b>Enhanced quality assurance systems and processes</b>	<b>Quality assurance systems and processes conform to minimum standards</b>	1	5	1	1	1	1	1	DS&QA

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
<b>OUTPUTS:</b>									
1. NCHE quality assurance activities are reviewed and certified by relevant international bodies (benchmarking) – NCHE accredited	Number of relevant international bodies recognizing/certifying the activities of NCHE	0	1	0	0	1	0	0	DR&AS
2. ISO Certification obtained	ISO Certificate obtained	0	1	0	0	0	0	0	DR&AS
3. Quality Assurance Units in HEIs strengthened as a stand alone	Number of standalone QAU established	25	50	30	5	5	5	5	DS&QA
	Number of capacity building workshops conducted on QA related issues, curriculum review and development	3	13	5	2	2	2	2	DS&QA
4. Functional quality assurance institutionalised in HEIs (not as an activity but as a continuous process) -	Develop legislation for the creation of QA Units	0	1	0	1	0	0	0	DPRD
	Strengthen IQA systems	1	1	1	1	1	1	1	DS&QA
	Implement the HEQAS	0	1	1	0	0	0	0	DS&QA
	Review the HEQAS	0	1	0	0	0	1	0	DS&QA

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	Number of HEIs with functional quality assurance systems	25	50	30	5	5	5	5	DS&QA
5. Develop a minimum body of knowledge for similar programmes/specific fields	HEQF implemented	0	1	1	0	0	0	0	DR&AS
	Percentage of qualifications registered on the HEQF	0	100%	20	40	60	80	100	DR&AS
	Minimum body of knowledge for similar programmes	0	5	1	1	1	1	1	DR&AS
	• Developed	0	5	1	1	1	1	1	
	• Implemented	0	5	1	1	1	1	1	
	• Reviewed	0	2	0	0	0	1	1	
6. Quality assurance knowledge and processes for HEIs shared	Number of knowledge sharing platforms carried out	0	5	1	1	1	1	1	DS&QA
	Number of new HEIs mentored by existing HEIs	0	10	2	2	2	2	2	
7. Regular quality assurance support	Number of HEIs supported by NCHE	25	50	30	5	5	5	5	DS&QA

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)	
				2021/2	2022/3	2023/4	2024/5	2025/6		
	conducted by NCHE to HEIs									
8.	Regular trainings of reviewers conducted	2	7	3	1	1	1	1	DS&QA	
	Number of reviewers trained	100	250	130	30	30	30	30	DS&QA	
9.	Engagement of students on quality assurance issues done	25	50	30	5	5	5	5	DS&QA	
10.	Consolidated process of registering/accrediting professional programmes by NCHE and professional regulatory bodies developed	0	5	3	2	0	0	0	DR&AS	
<b>OUTCOME 4:</b>										
	<b>Enhanced M&amp;E systems and activities</b>	<b>M&amp;E system developed and implemented</b>	1	1	1	0	0	0	0	DPRD
<b>OUTPUTS:</b>										
1.	Functional M&E system and activities	NCHE M&E system operationalised	1	1	1	0	0	0	0	DPRD

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	Number of M&E activities undertaken	1	5	1	1	1	1	1	DPRD
2. Functional documentation of M&E system best practices	Level of documentation of best practices	0	3	1	0	1	0	1	DPRD
3. M&E system periodically reviewed	Number of M&E system reviews conducted	0	1	0	0	1	0	0	DPRD
4. On job training/orientation on M&E system for NCHE Staff	Percentage of staff trained in M&E	0	100%	60	70	80	90	100	DPRD
5. Functional HEMIS	HEMIS fully operationalised	0	1	1	0	0	0	0	DPRD
6. HEIs staff training for maximum utilization of HEMIS	HEMIS training conducted	1	5	1	1	1	1	1	DPRD
7. Functional QAMIS	QAMIS fully developed and operationalised	1	1	0	1	0	0	0	DS&QA
8. Implementation of COSO internal control integrated framework	COSO fully operationalised and implemented	0	1	1	0	0	0	0	IA
	Functional public higher education Funding	0	1	1	0	0	0	0	DPRD

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
9. Functional public higher education Funding Framework/Model	Framework/Model developed								
	Functional public higher education Funding Framework/Model implemented	0	1	0	1	0	0	0	DPRD
	Functional public higher education Funding Framework/Model reviewed	0	1	0	0	0	0	1	DPRD
<b>OUTCOME:</b>									
<b>Increased Internal ICT services and security</b>	<b>Percentage of ICT security breaches managed</b>	-	100%	100%	100%	100%	100%	100%	Systems and Database Administrator
<b>OUTPUTS:</b>									
1. NCHE ICT Disaster Recovery Plan	Developed	0	1	1	0	0	0	0	Systems and Database Administrator
	Implemented	0	1	1	0	0	0	0	Systems and Database Administrator

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	Reviewed	0	1	0	0	1	0	0	Systems and Database Administrator
2. Network infrastructure upgraded	Infrastructure upgrade done	0	2	1	0	0	1	0	Systems and Database Administrator
3. Internal ICT policy reviewed	Policy reviewed	1	2	1	0	0	1	0	Systems and Database Administrator
4. ICT systems audit conducted	Number of audits	0	5	1	1	1	1	1	Systems and Database Administrator
5. Increased ICT innovations	Percentage of ICT innovations completed	0	100%	100%	100%	100%	100%	100%	Systems and Database Administrator
<b>Goal 2: To promote and embark on the research and development (R&amp;D) activities</b>									
<b>OUTCOME:</b>									
Increased research and development activities	R&D promoted and financed								

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
<b>OUTPUTS:</b>									
1. Research and Development strategy for NCHE and HE sub-sector develop	R&D strategy for NCHE developed and operationalised	0	1	0	1	0	0	1	DPRD
	R&D strategy for HE sub-sectors developed and operationalised	0	1	0	1	0	0	0	DPRD
	R& D Strategies reviewed	0	1	0	0	0	1	0	DPRD
2. Sub-sector specific research (academia) conducted	Number of HE sub-sector research activities carried out by HEIs	0	3	0	1	1	1	0	DPRD
3. Sub-sector specific research (students) conducted	Number of research activities carried out by students in HEIs	0	3	0	1	1	1	0	DPRD
4. Sub-sector specific research (industry) conducted	Number of research activities carried out	0	3	0	1	1	1	0	DPRD
5. Sub-sector research disseminated	Dissemination workshops/seminars conducted	0	3	0	1	1	1	0	DPRD
6. Research depository	Depository system developed and	0	1	0	1	0	0	0	DPRD

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	implemented (in conjunction with NCST)								
7. Network/forum for HEI researchers	Formed and functional	0	1	0	1	0	0	0	DPRD
8. Regulatory NCHE impact assessment conducted	Number of assessments (whether the mandate is discharged according to law; whether NCHE law and regulations constrain the operations of the HEIs)	0	2	0	1	0	1	0	DPRD
<b>Goal 3: To improve the work environment for employees</b>									
<b>OUTCOME 6:</b>									
<b>The improved Employee work environment</b>	<b>Employee engagement index on the work environment</b>								
<b>OUTPUTS:</b>									
1. Regular and timely maintenance of work tools undertaken	% of internet availability	0	100%	100%	100%	100%	100%	100%	CHRAO
	% of motor vehicles repaired	0	100%	100%	100%	100%	100%	100%	CHRAO

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	Motor vehicle and property insurance cover paid	0	100%	100%	100%	100%	100%	100%	CHRAO
	Tools for trade (computers, chairs, printers, phones etc) in good working condition	%age	100%	100%	100%	100%	100%	100%	CHRAO
2. Safe and secure property and work environment maintained	Security company engaged	1	5	1	1	1	1	1	CHRAO
	Number of security audits conducted	1	5	1	1	1	1	1	CHRAO
	Number of fire drills conducted	1	5	1	1	1	1	1	CHRAO
	First Aid training	1	5	1	1	1	1	1	CHRAO
	Defensive driving	1	2	0	1	0	0	1	CHRAO

### PILLAR 3: STAKEHOLDER ENGAGEMENT AND RELATIONS

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
GOAL 1: To improve communication systems and stakeholder engagement									

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
<b>OUTCOME 1:</b>									
Improved stakeholder engagement and management	Percentage of client engagement satisfaction	0	70%	50	55	60	65	70	CEO
<b>OUTPUTS:</b>									
1. Improved communication, awareness and visibility platforms	Accessible and effective communication feedback channels (Website, Twitter, Facebook, WhatsApp groups, Instagram)	4	25	5	5	5	5	5	PRO
	Deliberate TV Programmes about NCHE activities and programmes	3	25	5	5	5	5	5	PRO
	Deliberate radio programmes/community radio stations	4	25	5	5	5	5	5	PRO
	Billboards	3	20	4	4	4	4	4	PRO
	Newsletters/columns	0	25	5	5	5	5	5	PRO
	Use of high profile people in advancing NCHE agenda	0	10	2	2	2	2	2	PRO
	Promotion materials	10	25	5	5	5	5	5	PRO
	NCHE Annual report	5	5	1	1	1	1	1	PRPM

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	HEI student representatives as NCHE ambassadors (at evry HEI)	0	40	20	5	5	5	5	PRO
	NCHE sensitization on QA, Harmonisation	5	10	2	2	2	2	2	PRO
	Roadshows	0	10	2	2	2	2	2	PRO
	Number of newspaper articles/columns published by NCHE	10	20	4	4	4	4	4	PRO
	Number of articles published on social media	1000	20	500	500	500	500	500	PRO
2. Stakeholders Engagement and feedback system developed	Stakeholder engagement and feedback platforms developed	0	5	5	0	0	0	0	PRO
	Stakeholder engagement and feedback platforms 1mplemented	0	5	5	0	0	0	0	PRO
	Stakeholder engagement and feedback platforms reviewed	0	5	0	0	5	0	0	PRO
	Number of visits on NCHE platforms	2000	5000	1000	1000	1000	1000	1000	PRO
3. Service delivery improved	Client Satisfaction Index	0	75%	55%	60%	70%	72%	75%	DPRD
GOAL 2: To enhance regional and international collaborations and networks									

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
<b>OUTCOME:</b>									
<b>OUTPUTS:</b>									
1. Document and ratify all regional and international agreements	Percentage of documents agreements	0	100%	50	60	70	80	100	DPRD
2. Monitor all regional and international agreements	Percentage of agreements monitored	0	100%	50	60	70	80	100	DPRD
3. Increased participation in National, Regional and International agreements	Number of regional and international meetings/agreements	4	5	1	1	1	1	1	CEO
4. Collaboration with national, regional and international bodies	Number of national bodies subscribed to annually	2	5	3	1	1	0	0	CEO
	Number of regional bodies subscribed to annually	0	3	2	1	0	0	0	CEO
	Number of international bodies subscribed to annually	0	2	2	0	0	0	0	CEO

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
<b>GOAL 3: To improve on corporate social responsibility (CSR) activities</b>									
<b>OUTCOME: Improved corporate social responsibility</b>									
<b>OUTPUTS:</b>									
1. Corporate Social responsibility (CSR) Policy developed	CSR policy developed	0	1	1	1	1	1	1	CEO
	CSR policy implemented	0	1	1	0	0	0	0	CEO
	CSR policy reviewed	0	1	0	0	1	0	0	CEO
	Number of CSR projects /budgets implemented	5	15	3	3	3	3	3	CEO
	Number of commemorations days participated in	30	50	10	10	10	10	10	PRO

## PILLAR 4: FINANCIAL MANAGEMENT AND SUSTAINABILITY

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
Goal 1: To improve on revenue collection activities									
<b>OUTCOME:</b>									
Enforce the Council's regally supported revenue collection avenues	Improved revenue collection								DFA
<b>OUTPUTS:</b>									
Improved NCHE revenue collection and resource mobilization	QA fees	100%	100%	100%	100%	100%	100%	100%	DFA
	Compliance fines	0	90%	50%	60%	70%	80%	90%	DFA
	Annual HE subscription fees	0	100%	60%	70%	80%	90%	100%	DFA
	Donor projects	2	3	2	1	0	0	0	DPRD
	Grants	0	2	2	0	0	0	0	DPRD
	Promotional materials for resource mobilization (collaboration with HEIs)	0	4	2	2	0	0	0	DPRD

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
<b>Goal 2: To improve the budgetary and management control systems</b>									
<b>OUTCOME:</b>									
Improved budgetary and control systems									DFA
<b>OUTPUTS:</b>									
Improved financial management, monitoring and reporting	Annual budgets developed	5	5	1	1	1	1	1	DFA
	Annual budgets implemented	5	5	1	1	1	1	1	DFA
	Annual budgets reviewed	5	5	1	1	1	1	1	DFA
	Monthly financial reports produced	60	60	12	12	12	12	12	DFA
Management control systems operational	Quarterly internal audits	20	20	4	4	4	4	4	IA
	Annual Financial Statements produced	5	5	1	1	1	1	1	DFA
	Annual external audits conducted (NCHE)	5	5	1	1	1	1	1	DFA

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	Annual external audits conducted (projects)	2	3	3	3	3	3	3	DFA
	Procurement audit software	0	1	1	0	0	0	0	DFA
	COSO Internal Control-Integrated Framework implemented	0	1	1	0	0	0	0	IA
NCHE Assets inventory list generated and maintained periodically	NCHE Fixed Assets Register produced	1	1	1	0	0	0	0	CHRAO
	NCHE Fixed Assets Register updated	1	5	1	1	1	1	1	CHRAO
<b>Goal 3: To improve the procurement processes and support systems</b>									
<b>OUTCOME:</b>									
Enhanced efficiency in procurement and support systems									
<b>OUTPUTS:</b>									PO

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
Efficient and effective procurement support system developed	Annual procurement plan developed	1	5	1	1	1	1	1	PO
	Annual procurement plan implemented	0	5	1	1	1	1	1	PO
	Annual procurement plan reviewed	0	5	1	1	1	1	1	PO
	NCHE procurement and asset policy guidelines developed	0	1	1	0	0	0	0	PO
	NCHE procurement and asset policy guidelines implemented	0	1	1	0	0	0	0	PO
	NCHE procurement and asset policy guidelines reviewed	0	1	0	0	1	0	0	PO
	Implementation of e-procurement system in SAGE ERP	0	1	1	0	0	0	0	PO
	% of procurements undertaken in compliance with procurement laws	0	100%	100%	100%	100%	100%	100%	PO

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
	% of signed contracts with service providers documented	100%	100%	100%	100%	100%	100%	100%	PO
	Number of trainings for staff on procurement and asset management	0	5	1	1	1	1	1	PO
<b>Goal 4: To enhance resource mobilization and financial sustainability</b>									
<b>OUTCOME:</b>									
<b>Improved resource mobilization and financial sustainability</b>	Improved resource sustainability								DPRD
<b>OUTPUTS:</b>									

	KPIs	Baseline	Target	ANNUAL TARGETS					Responsible Officer(S)
				2021/2	2022/3	2023/4	2024/5	2025/6	
Improved NCHE resource mobilization	Resource mobilization strategy developed	0	1	1	0	0	0	0	DPRD
	Resource mobilization strategy implemented	0	1	1	0	0	0	0	DPRD
	Resource mobilization strategy reviewed	0	1	0	0	1	0	0	DPRD
	Number of donor projects	2	3	2	0	1	0	0	DPRD
	Amounts from donor projects								DPRD
	Number of grants	0	2	1	0	1	0	0	DPRD
	Amount of grants								DPRD



# **APPENDICES**

## Appendix 1: Stakeholders' Consultations List



National Council For Higher Education  
NCHE House, Area 47/2  
Near Petroda Filling Station  
Private Bag B371  
Lilongwe Malawi

 +265 (0) 1 755 884

 [info@nche.ac.mw](mailto:info@nche.ac.mw)

 [www.nche.ac.mw](http://www.nche.ac.mw)