

Knowledge Innovation and Excellence

LILONGWE UNIVERSITY OF AGRICULTURE AND NATURAL RESOURCES

Draft

Staff Regulations and Conditions of Service

DECEMBER 2012

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1.0 INTRODUCTION

1.1 Citation

These Regulations and Conditions of Service may be cited as the Lilongwe University of Agriculture and Natural Resources (LUANAR) Regulations and Conditions of Service, herein referred to as the University, and shall apply to all the University's employees except where exception is specifically stipulated. Efforts shall be made to ensure that the Regulations and conditions are administered in a fair, consistent, objective and transparent manner at all times.

1.2 Purpose of Conditions of Service

The purpose of the conditions of service is to present rules, regulations and practices applicable to all staff members. They describe rights, responsibilities, obligations, limitations and remunerations for all staff categories. These conditions of service comply with the current Labour Laws of Malawi, the provisions of the Malawi Constitution in terms of fair labour practices at the work place, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work and its Follow-Up, the ILO International Labour Conventions and Recommendations including its Decent Work Agenda. The University's conditions of service also take into account the latest labour laws practiced in Malawi as a basis for the contract of employment between the LUANAR Council (herein referred to as the Employer) and all its Staff Members (herein referred to as the Employees).

The objectives of the Regulations and Conditions of Service are:

- a. To provide an atmosphere conducive to teaching, research, outreach and learning by promoting a harmonious relationship between the LUANAR Council and its Staff Members.
- b. To promote the application of rules and regulations without bias and discrimination.
- c. To set uniform standards for sound and consistent managerial decision-making.
- d. To facilitate consistency in the application and interpretation of rules and regulations as they affect Staff Members.
- e. To bring order to the general conduct of the core business of the University by clearly defining Staff entitlements.
- f. To ensure that Staff Members are able to double-check information Supervisors use when making administrative decisions affecting them.

It is recognized that the success of the University in attaining its Strategic Vision, Mission, Aims and Objectives as a principal body that provides Agriculture and Natural Resources tertiary education in Malawi will depend, to a large extent, on clearly defined personnel management policies, procedures and practices that foster close co-ordination and control while emphasizing

empowerment and accountability at all times. While recognizing the significance of individual effort, performance and contribution to the success of the University, in administering these conditions of service, management shall always endeavour to inculcate the spirit of teamwork and mutual support, respect for other people's ideas and maintenance of high ethical and professional standards, in pursuit of the University's mission.

It is hoped that these conditions of service will enhance common understanding and uniform application of the staff policies, rules and regulations, organizational structure and individual roles within it, resulting in the optimum utilization of the University's human and material resources in order to accomplish its mission in the most efficient and effective manner. A Staff Member is likely to be an effective worker if he/she clearly understands the functions of the University and appreciates the spirit of the regulations governing the conditions of service. Besides, a clear understanding of institutional objectives vis-à-vis what is expected of the Staff Member under the conditions of service is meant to promote the overall efficiency of the University in moving towards its wider goals.

It is therefore essential that every Staff Member should have ready access to a copy of the Regulations and Conditions of Service. It is equally essential to make these Regulations available in the offices of the Vice Chancellor, Deans, Director of Centres and Heads of Department. Additionally, electronic versions should be readily accessible to staff members. Each employee is responsible for safe keeping and taking note of regular updates whenever they are issued. The University Registrar shall be responsible for controlling the distribution of copies of these Conditions of Service including interpretation in as follows:

- a. The University Registrar shall ultimately interpret these regulations and conditions of service. He/she may consult appropriate authorities for assistance in the interpretation of the regulations and conditions of service.
- b. Where the Staff Member is dissatisfied with the interpretation by the University Registrar, the matter shall be referred to a Committee that shall be appointed by the Vice-Chancellor. The decision of such a Committee shall be final.

Ignorance of these Regulations and Conditions of Service shall not be accepted as an excuse for breach of the Regulations and Conditions of Service.

1.3. Revision of the Conditions of Service

Conditions of Service can not anticipate every circumstance or question about personnel policy and practice. As required, the University Council in consultation with the employees' representatives reserves the right to revise, supplement, or make changes to the terms and conditions of service from time to time, as and when necessary with or without prior notice in the best interest of the University and its personnel. Management will strive to ensure that the conditions of service are up-to-date and in line with changes on the market at all times. Each time an amendment is made; all holders of the Conditions of Service will be notified through appropriate means and channels.

1.4. Definition of Terms

The following definitions apply for the conditions of service:

“LUANAR”	Means the Lilongwe University of Agriculture and Natural Resources (Appendix 29).
“LUANAR Council”	Shall mean the Lilongwe University of Agriculture and Natural Resources Council as provided for in the LUANAR Act. She is the governing body of the University.
“University”	Means LUANAR
“Permanent and pensionable staff”	Means employees that are not on contract and may work with LUANAR until retirement age when they can be given their pension benefits
“Management”	Means an organ of LUANAR comprising the Vice Chancellor, Deputy Vice Chancellor, Deans, University Registrar, Director of Finance, Director of Centres, and University Librarian.
“Contract Staff”	Means a person employed for a predetermined (fixed) period of time to work for LUANAR.
“Establishment”	Means a list of positions designated as being on the fixed establishment within the University hierarchy.
“Employee”	Means a person employed in LUANAR whether on a fixed term contract or on permanent and pensionable terms.
“Temporary Employee”	Means a person engaged for a limited period of time or for casual work for a specified task and whose continuous period of employment is not intended to exceed 12 months.
“Probationary Period”	Means a trial period of service within which to establish performance and suitability for substantive appointment in the University.
“Head of Department”	Means a senior member of staff who is head of a Department.
“Termination ”	Means cessation or end of employment contract by either party with benefits.
“Dismissal”	Means cessation or end of employment contract by the employer on the grounds of inefficiency or negligence in the performance of his duties or on the grounds of repeated or serious act of misconduct.
“Misconduct”	Wilful disobedience of a lawful order by a staff member.
“Serious Misconduct”	Means and shall include: criminal offences, theft, insubordination, being under the influence of alcohol or drugs during working hours, gross negligence, absence from duty without leave or permission and other felonious or negligent act deemed to prejudice the interests of the University.
“Dependant”	Means the employee’s registered spouse, and

	biologically/legally adopted children wholly dependent on him/her.
“Basic Salary”	Means the base rate of pay or salary scale applicable to the post exclusive of all benefits and allowances.
“Benefits”	Approved perks for each individual position in addition to the basic pay.
“Allowance”	Money paid over and above a salary/wage or benefit for a specific purpose.
“Outworker”	A person whom articles or materials are given out to be made up, cleaned, washed, altered, ornamented , finished or repaired or adapted for sale in his own home or on any other premises not under the control or management of the person who gave out the materials or articles.

2.0 LUANAR ADMINISTRATION

2.1.1 Establishment of LUANAR

The Lilongwe University of Agriculture and Natural Resources is provided for in the LUANAR Act No. 22 of 2011.

2.1.2. Vision Statement

To be a world class University

2.1.3. Mission Statement

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

2.1.4. Aims and Objectives of LUANAR

The aims and objectives of the University include:

- a. To provide quality education and training in agricultural and natural resources sciences, engineering and irrigation technologies, agro-processing, entrepreneurship, trade, climate change adaptation, sustainable utilization of natural resources and environmental preservation for socio-economic development.
- b. To encourage the advancement, dissemination and commercialization of research;
- c. To promote industrial growth through research and dissemination of knowledge and skills.

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

2.1.5 Values

All staff members shall strongly uphold to the following core values;

- a. Innovativeness;
- b. Integrity;
- c. Excellence;
- d. Social responsibility;
- e. Environmental stewardship.
- f. Non-discriminatory;
- g. Openness and Transparency;
- h. Professionalism;
- i. Consultation and choice; and
- j. Equity

2.1.6. Policy on Discrimination

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

2.1.7. HIV and AIDS Workplace Policy

The University shall put in place an HIV and AIDS Workplace Policy (Appendix 26) to ensure a consistent and equitable approach to the prevention of HIV and AIDS amongst staff members and to manage the consequences of HIV and AIDS in the workplace.

2.1.8. Use of Assets

All employees must take utmost care of the University's property. No property shall be removed from the office or put to private use without prior approval of the University Registrar or the Deans or their appointed representative. Appropriate disciplinary action shall be taken for any misuse of the University's assets.

2.1.9. Health and Safety at Work

The University Council recognises and accepts its responsibility as an employer to provide a safe and healthy working environment at the place of work at all times. The University thus shall:

- a. Conduct its activities in such a way as to avoid harming the health of its employees and others;
- b. Work on the basic principle that all accidents and injuries can be prevented;
- c. Promote a high standard of safety awareness amongst its employees;
- d. Provide instruction and training to employees on health and safety; and
- e. Record and report to the labour officer any accident involving employees.

The employee shall:

- a. Exercise personal responsibility to take reasonable care for health and safety of themselves and their colleagues;
- b. Take reasonable care of organisational property; and

- c. Report any defects in the place of work or equipment which might be a danger to health and safety.

2.2.0. Uniforms and Protective clothing

Staff Members whose jobs require uniform or protective clothes shall be provided with complete sets of the same on regular basis (Appendix 15).

2.2.1. Security

The University shall undertake a number of measures to maintain adequate security at the work place. However, staff will also be expected to help in maintaining the general security at work place and avoid leaving money or any valuable property unattended to.

2.2.2. Conflict of interest

The University Council shall respect the rights of employees relative to activities outside their employment with the University, which are private in nature and do not conflict with or reflect adversely upon the University Council. Similarly, members of staff are asked to refrain from any activity, which would negatively impact the University or tarnish its corporate or public image, such as:

- a. Using their position with the University to supplement their incomes directly or indirectly or to obtain other material benefits including gifts other than those considered tokens.
- b. Knowingly act in a capacity, or urge the University to act in a manner designed to confer any financial or commercial benefits, whether actual or potential, on him or herself or on any firm or corporation in which he or she has a significant interest as partner, stakeholder/shareholder, Director or Officer. If a situation should arise, the staff member must disclose the nature of such interest to his or her immediate supervisor or to the Management of the University.

2.2.3. Place of Work and Working Hours

All positions are tenable at the University's Colleges or Stations.

Every employee shall work a minimum of 42.5 hours and a maximum of 48 hours per week exclusive of lunch breaks and employees are required to be punctual all the time. With the exception of Guards and Shift workers who shall work for 12 hours per day for 5 days or 8 hours per day for 6 days.

Normal working hours shall be as follows:

Monday to Friday - 07.30 to 12:00 hours

13:00 to 17:00 hours

Lunch break - 12:00 to 13:00 hours

Staff Members may be required to work at any other time outside normal hours of work at the direction of the Vice Chancellor or Deans or Director of Centres or Heads of Department or Section depending on work requirements. Any call on Staff Member to work outside normal working hours must be made in a reasonable manner and due consideration must be given to health and safety requirements. However, in view of the special nature of the University's work or due to pressure shall be compensated for by a duty allowance or time off respectively.

No staff shall absent themselves from the office during working hours without permission from the immediate supervisor.

- a. If a Staff Member absents herself/himself from duty, he/she must inform her/his responsible officer.
- b. If a Staff Member absents herself/himself from duty because of ill-health, he/she shall be required to produce a medical certificate to that effect signed by a qualified medical practitioner.
- c. Permission for absence from duty for any other reason shall be sought from and be explained to the responsible officer before the Staff Member becomes absent.

It is essential that staff travelling away from their normal duty station make every effort to keep their office informed as to where they are and the telephone numbers where they can be reached. Time wastage is minimised by observing this simple courtesy. When working out of their duty station, staff should advise the telephone operator or receptionist as well as their departmental secretaries where they will be, how long they will take and how and where they can be reached. If, while out of station, staff moves from one location to another, they should update their office of their new whereabouts.

2.2.4. Official Correspondence

All official correspondence must be addressed to the Vice Chancellor. The address is as follows:

The Lilongwe University of Agriculture and Natural Resources,

P. O. Box 219.

LILONGWE

Tel (265) 01 277 226/260

Fax (265) 01 277 364

e-mail: vc@bunda.luanar.mw

Web site <http://www.bunda.luanar.mw/>

Staff members may use the University's postal address for receiving private mail only and not for personal businesses.

3.0 STAFF APPOINTMENTS

3.1 Policy

In recognition of the important fact that staff are the key assets of the University, the policy of LUANAR Council is to recruit the most suitably qualified and experienced candidates who are recognized leaders in their various areas of specialisation. Only by recruiting the best people can the University achieve its mission in the most efficient and effective manner. Selection of suitable candidates, including promotions, shall always be done on a competitive basis.

The University is committed to fairness, equal opportunity and transparency in all recruitment matters. All efforts shall be made to ensure that the recruitment process is undertaken in an impartial, transparent and professional manner without interference arising out of nepotism, tribalism, politics, religion, finance, gender, race, or any other preference. Preference to fill a vacant position shall be given to Malawian nationals. The Members of Staff that, at the time serve in the University shall be given first priority to fill an existing vacancy. When there is no suitable serving person, the post shall be open to the general public. In exceptional circumstances, the Management may authorize simultaneous external and internal recruitment

3.2. Principle

Recruitment shall be guided by the principle that staff levels shall be kept at an appropriate level at all times in line with the specific skill requirements of the University and to ensure proper discharge of the University's functions. The University shall always maintain a "lean and mean" staff establishment. The structure of LUANAR shall be in Appendix 29. There shall be a job description and person specification for every post (Appendix 21).

Vacant posts are normally created by staff turnover (i.e. resignation, termination, death, dismissal, retirement etc.) and/or organizational restructuring, succession planning and organizational expansion.

3.3. Recruitment Procedures

- a. The Vice Chancellor and Deputy Vice Chancellor shall be appointed by Council after considering recommendations from a specially appointed Search Committee for that purpose as stipulated in the Act.
- b. There shall be an Appointments Committee of Council chaired by the Vice Chancellor and with membership as provided for in the Statutes. The committee shall be responsible for making recommendations to Council for the appointment of the following:
 - i. University Registrar;
 - ii. Director of Finance;
 - iii. University Librarian;
 - iv. Deans of Faculty;

- v. Director of Centres;
 - vi. Legal Advisor;
 - vii. Internal Auditor; and
 - viii. Heads of Department.
- c. There shall be a subcommittee of the University Appointments Committee known as the Appointments and Disciplinary Committee that shall be chaired by the Deputy Vice Chancellor. The Committee shall be responsible for making recommendations to the Vice Chancellor for the appointment and discipline of all other staff.

3.4. Engagement

The Vice Chancellor and Deputy Vice Chancellor shall be appointed on contract for a period of 4 years, renewable depending upon performance. Deans, Directors of Centres and Heads shall be appointed by Council and hold office for a term of 3 years. All other employees shall be employed either on contract, temporary, part time or permanent terms. All staff will be subject to review under the staff performance appraisal.

All employees of the University shall receive a letter of appointment in addition to signing an Employment Agreement Form (Appendix 4). Copy of the terms and conditions of employment shall be given to the employee on joining the University.

The letter of appointment for the Vice Chancellor and the Deputy Vice Chancellor, shall be signed by the Chairman of Council, while that of the University Registrar, Director of Finance, Deans, Director of Research and Outreach and University Librarian shall be signed by the Vice Chancellor. The rest of the appointments shall be signed by the University Registrar.

When a person has been selected to fill a vacant post according to the University's recruitment procedures, appointment shall be made on condition that the person appointed shall submit himself/herself to a general medical examination administered by a recognized medical practitioner (Appendix 5). The general medical examination shall be administered once at the time of recruitment.

An employee's date of appointment shall be the actual day when he/she commences duty. All employees shall be required to sign a declaration that the Staff Regulation and Conditions of Service construe as part of agreement they shall be bound by them.

3.5. Sole Employment

All employees are expected to devote themselves fully to their appointed positions within the University.

- a. The Staff Member shall obtain the permission of the Vice Chancellor through her/his Dean of Faculty or Head of Department/Section before accepting other engagement whether by way of employment or not, and whether it is for pay or not.

- b. The proceeds from other employment/consultancy/research/outreach will be shared between the Staff Member and the University according to Appendix 19.

3.6. Personnel Records

Personal details of all employees shall be recorded on a staff record form (Appendix 6), which will be filed in a personal file. Personal records will, as far as possible, contain but not limited to the following information:

- a. Current and up-to-date curriculum vitae;
- b. Certified copies of documents relating to an employee's educational and professional qualifications;
- c. Letter of appointment;
- d. Letter of confirmation in appointment;
- e. Marital status;
- f. Number of dependents registered with the University;
- g. Home address and contact details of the next of kin;
- h. Annual performance appraisal ratings; and
- i. Beneficiary nomination form.

It is every employee's responsibility to notify the University Registrar of any change of personal status. Such information would include, but not be limited to the following events:

- a. Change of name;
- b. Change of permanent address;
- c. Change in marital status and family status;
- d. Change (s) in the next of kin or their addresses;
- e. Updates in beneficiaries; and
- f. Any legal charges being taken against a staff member, whether criminal or civil.

3.7. Types of Appointment

The University shall appoint staff on the following types of appointment:

i. **Permanent Appointment**

This type of appointment applies to employees that are not on contract and may work with the University until retirement age when they can be given their pension benefits.

Members of Staff shall be required to serve a period of probation before they are confirmed on permanent employment. The period of probation shall be 12 months. The assessment shall be based on established performance criteria in Appendix 27a and Appendix 27b.

Upon satisfactory completion of a period of probation, a member of staff shall be confirmed on appointment. Where the Staff Member's performance is unsatisfactory on completion of the probationary period, the employment shall be terminated.

ii. **Contract Appointment**

This type of appointment applies to Staff Members employed for a predetermined (fixed) period of time.

Staff may be appointed on contract for a fixed period of one (1) to four (4) years. A normal contract shall be renewable subject to satisfactory performance as stipulated in the Performance Management System Handbook (Appendix 32) up to a maximum of two terms. The University shall engage Staff on contract terms only when the incumbent holder of the position is temporarily away on Sabbatical, Secondment, Study Leave or Leave of absence.

In the case of the Staff Member on contract being offered a position on permanent terms, normal recruitment procedures shall be used.

iii. **Part-time Appointment**

Part-time appointment applies to Staff Members appointed to deliver a specific task for a specified short period normally calculated on hourly basis, not exceeding six (6) hours per week, taking into account the available workload and the provision of staff establishment.

Application form for part-time payment is in Appendix 30.

iv. **Secondment**

Appointment on secondment from the University to Government, Parastatal or Industry on the one hand and from Government, Parastatal or Industry to the University on the other is one where one party makes a formal request to the other to release its Staff Member for a fixed period not exceeding 4 years to work in the receiving institution.

However, Council shall determine when secondment shall take effect depending on workload and provision of staff establishment.

The following conditions shall apply:

- (a) The initiative to second a Staff Member shall be taken either as a result of a request from government, parastatal or any other organisation addressed to the University or the University on recommendation from the Vice Chancellor to government, parastatal or any other organization as part of an on-going staff development scheme. Any initiatives from individuals shall be considered under Leave of Absence terms.
- (b) On the recommendation of the Head of Department/Section through the Dean of Faculty/University Registrar to the Vice Chancellor, with the approval of the Appointments Committee, a Staff Member shall be granted secondment for a specific period of time.
- (c) The University and the host institution shall agree on the period and the terms and conditions of service guiding the secondment of the Staff Member.
- (d) The maximum period for any one secondment shall be four years, including any extension granted in between.
- (e) The extension of secondment shall be on mutual agreement and shall be negotiated in advance.
- (f) Any further extension after the expiry of the maximum four years of secondment, the Staff Member shall be deemed to have resigned.
- (g) The period when a Staff Member is on secondment shall not count as active service to the University although such Staff Member may be eligible to apply for promotion.
- (h) The host institution shall give the University a notice of six months of its intention to desecund the Staff Member before the agreed period of secondment has elapsed.
- (i) Similarly, the University shall give the institution benefiting from the services of its Staff Member a notice of six months of its intention to desecund her/him before the agreed period of secondment has elapsed.
- (j) All Staff Members going on secondment from the University shall be required to sign an agreement.

v. **Adjunct Appointment**

Adjunct appointment is a contract appointment of an agreed fixed period where the University does not provide salary and other benefits to the Staff Member and will only be engaged when there is a need. The University however will provide duty facilitating expenses such as transport and accommodation.

vi. **Temporary Appointment**

Temporary appointment applies to a person engaged for a limited period of time for a specified task and whose continuous period of employment is not intended to exceed 12 months. This category includes seasonal appointments.

3.8. Transport

The University shall on first appointment of domiciled Staff meet the cost of transport by most direct and economical means between the home of a Staff Member and the University. The University shall meet the cost of transport of the Staff Member's spouse, dependent children (under the age of 18 years), if any, provided they accompany him/her within nine months of the date of appointment; as well as meet the cost of transporting baggage by surface carrier. Baggage may include personal effects, household equipment and a motor vehicle.

- a. The engagement of non-domiciled staff is deemed to have commenced when the Staff Member signs a contract of appointment and reports for duties. The University shall provide the Staff Member on appointment with passage from her/his place of domicile or place of recruitment to Malawi for herself/himself, for spouse and children, if any. If passages on appointment for spouse and children of Staff Member, if any, are not taken at the same time as passage of the Staff Member, then the University must be informed in writing.

In this agreement, 'children' means, unless otherwise stated, persons under eighteen (18) years of age who are unmarried and wholly dependent on the Staff Member, and 'passage' means the cost of transportation by the cheapest available means through the most direct route. The University shall only provide passage up to a maximum number of two children under the age of eighteen (18) and for one spouse.

- b. Where a Staff Member is entitled to passages on first appointment and at the end of the engagement, reimbursement of baggage expenses between residence of Staff Member in Malawi and place of domicile up to an amount equal to four-fifths of the economy air fares for the Staff Member, and an amount equal to two-fifths of the economy air fare for each member of her/his family subject to a maximum amount equal to one and three-fifths of a single economy air fare. Baggage may include personal effects, household equipment and a motor vehicle. Reimbursement may be for all costs concerned with the transport of baggage excluding insurance and customs charges.

The University shall commit to provide transport, separate from students, to and from duty station for the Staff Members staying in town. Similarly, the University shall also provide transport, separate from students, to on Campus Staff Members' spouses and wards working or studying in town at a reasonable fee.

3.9. Superannuation

All Staff Members shall join a Contributory Pension Scheme subject to the Pensions Act of 2011. Staff Members shall contribute 5% of their basic pay and the University contributes 25.7% of the staff member's basic pay (Breakdown of the 25.7% is in Appendix 17). The University shall annually issue statement of contribution made by each Staff Member and the University. Details of the scheme are in Appendix 16.

3.10 Medical Scheme

All Staff Members of the University shall be required to join a contributory medical scheme as determined by the University. The University shall contribute 100% for the Staff Member. The Staff Member shall be responsible for contributions for their dependents as prescribed by the scheme. The scheme shall include among others, dental and eye care (Appendix 18).

3.11 Housing

The University shall not pay housing allowance. All University Staff shall be required to pay for their housing from their salary. Non-domiciled Staff shall be assisted to get houses for which they shall pay rent from their salaries. Details for conditions for occupancy are contained in appendix 25.

3.12 Staff Property

The University shall not accept responsibility whatsoever for loss of Staff Members' personal monies or property. All Staff Members are obliged to take reasonable care of their personal assets including vehicles; overnight parking of vehicles at the University is at owners' risk.

3.13 Compensation for Injuries whilst on Duty.

A Staff Member who shall be injured in the course of his/her duties shall be compensated according to the provisions of the Workers Compensation Act.

The University shall not be liable to pay compensation in the following circumstances:

- i. Injury which incapacitates the worker for a period less than seven days from earning full wages.
- ii. In respect to any incapacity or death resulting from deliberate self injury.

- iii. If it is proved that the injury is attributable to the serious and wilful misconduct of the workers.

The following rules shall apply:

- i. The University shall pay medical expenses within Malawi or outside Malawi with advice of the Secretary for Health and approval of the Government Medical Board.
- ii. Casual workers, outworkers and members of the family of the employer shall not be eligible for compensation.

A Staff Member shall be eligible for compensation if they contract a disease due to the nature of the employment and is certified by a medical practitioner.

Procedure

- Staff Member should notify the immediate supervisor about the injury incurred as soon as practicable.
- The Staff Member should file the claim before voluntarily leaving employment.
- Application for compensation should be made within 12 months of the injury incurred.

4.0 TERMINATION OF APPOINTMENT

4.1. Notice of Termination

All appointments may be terminated at any time where either party will give appropriate notice in writing to the other party or pay salary in lieu of notice hereunder.

Each party shall serve notice of intention to terminate service. During probationary period, one month notice shall be required.

Length of notice on Termination of Employment after probation will be;

- a) Staff in Segment A: one month's notice or one month's salary in lieu of notice.
- b) Staff in Segment B-C: two month's notice or two month's salary in lieu of notice.
- c) Staff in Segment D and above three months notice or three month's salary in lieu of notice.

In addition, those who have been trained shall be bound to pay back the proportional costs of training on resignation if the bond was not fully served.

The Staff Member whose services are terminated shall be told the reasons for the termination and shall have the right to appeal to Council. In all cases of termination of services for a member of staff he/she shall be given a chance to be heard.

4.2. Dismissal

Staff Member may be dismissed without notice or with less notice from service of the University subject to Section 11.3.

4.3. Retrenchment

Any permanent Staff Member may be retrenched from the service of the University on the abolition of her/his particular post due to reorganisation, rationalisation or restructuring of the University. Retrenchment pay package and benefits will be paid according to the Pension Act 2011 and Employment Act 2000, in addition to other benefits as may be provided under the pension scheme, encashment of outstanding leave days based on current rate of pay and transport to his/her desired destination within Malawi. Further to that, before any retrenchment is done, Staff Members shall be briefed on the criteria to be used.

4.3 Retirement

The mandatory retirement age for Staff Members shall be seventy (70) years of age. Members of Staff may opt for early retirement from the age of fifty (50) years or service of 20 years regardless of age. Periods of Leave of Absence, Sabbatical leave or Secondment shall not be part of the qualifying service.

When a Staff Member opts for early retirement he/she shall not be reengaged for any type of employment by the University, unless there is a critical need. Similarly when a Staff member retires after attaining the mandatory retirement age of seventy (70) years, the Staff Member shall not be reengaged on contract.

4.4. Gratuity

a. Permanent Staff

On completion of at least twenty (20) years of active service in the University, the Staff Members shall be eligible for gratuity based on their salary using the following formula:

$$\frac{\text{YEARS OF ACTIVE SERVICE} \times 4 \times \text{FINAL ANNUAL SALARY}}{20}$$

b. Contract Staff

All Staff Members on contract shall be entitled to payment of gratuity as follows:

- i. For one to two academic years of continuous service 15% of cumulative salary during the period of contract.
- ii. For three to four academic years of continuous service 25% of cumulative salary during the period of contract.

4.5. Termination on Medical Grounds

If at the expiry of the sick leave (Section 10.2), two medical practitioners approved by the University, one of whom has been nominated by the Staff Member, shall certify that the Staff Member is by reason of ill health not caused by her/his own misconduct incapable by reason of any infirmity of mind or body of rendering further efficient services, then the Staff Member shall be retired on medical grounds.

If after five months from the start of the sick leave, the Staff Member shall have failed or neglected to appoint a medical practitioner the University shall be entitled to appoint a second medical practitioner to represent the Staff Member in default.

On termination, a Staff Member shall be provided with transport within three months. Benefits will be paid on *pro rata* basis.

5.0 JOB GRADING AND STAFF REMUNERATION

5.1. Remuneration Policy

Competitive salaries and benefits shall be offered to all categories of staff in accordance with the market as it relates to staff compensation to prevailing market rates in similar institutions or competitors in Malawi and ensures that staff are paid above the market average at all times, provided the organisation's financial status allows it. The objective of the remuneration policy is to attract and retain suitably qualified and experienced employees and motivate them for improved job performance and contribution. Furthermore, the rate of pay is related to individual performance and contribution to the aims and objectives of the University as well as its ability to pay.

In implementing the policy, the University shall ensure that all remuneration is governed by the principle of equal pay for jobs of equal value as prescribed by the International Labour Organization Declaration on Fundamental Principles and Rights at Work, as well as the Core Conventions on anti-discrimination.

5.2. Salary Scales

The salary scales for the University are in Appendix 1. Staff salaries are reviewed regularly to ensure that they remain competitive in line with changes on the market. An employee's salary is consolidated and subject to income tax according to the prevailing Malawi Revenue Tax laws.

5.3 Dates of Payment

Salaries are paid on the 25th day of each month. If the 25th falls on a non working day salaries will be paid on a previous working day. Salaries are paid directly into an employee's account decided by the individual.

5.4 Annual Salary Increment

The University shall consider and award annual increments to all staff who have not yet reached the bar at the beginning of each financial year as judged by the open staff performance review and appraisal system. New Members of Staff shall be granted increment after a minimum of six months service. Increments of salary shall be reckoned if so recommended with effect from 1st July, or such other months as Council may determine.

5.5 Job Placement

Salary scales, grades and entry point will be as follows;

Qualification	Entry grade
Unclassified	A and B
Junior Certificate	C
Malawi School Certificate of Education (MSCE)	D
University Diploma	F
University Degree	K (Notch 1)
Honours Degree	K (Notch 7)
Masters Degree	L (Notch 1)
PhD	L (Notch 7)

Job Placement for Academic and Administrative Staff categories shall be according to the following guidelines:

i. Academic/Library

The minimum entry requirement for Lecturer/Librarian grade is a relevant Masters Degree obtained from an internationally recognized university or Institution of higher learning and shall be placed in scale L.

Entry requirements for positions of Senior Lecturer, Senior Assistant Librarian, Senior Research Fellows, Senior Assistant Registrars and Senior Assistant Finance Officer shall be placed in scale M.

Entry requirements for positions of Associate Professor, Director of Centres, and University Librarian shall be placed in scale N.

Entry requirements for positions of Professor shall be placed in scale O while that of University Registrar and Director of Finance shall be limited to scale O notches 5 – 8 and 1 – 4 respectively.

Entry requirements for position of Deputy Vice Chancellor shall be placed in scale P.

Entry requirements for position of Vice Chancellor shall be placed in scale Q.

ii. Administration and Finance

The minimum entry requirement for Administrative Assistant is a relevant Bachelors Degree and shall be placed in scale K.

iii. Staff Associate /Assistant Lecturer

In exceptional circumstances, Staff Members will be appointed at Staff Associate/Assistant Lecturer level with qualification of first degree and shall be placed in scale K.

iv. University Farms

The Staff Members of University Farms shall have some conditions applicable to them only due to the nature of their operations. These conditions shall include salary structure and bonuses. These are stipulated in Appendix 24.

More details of job placement for Staff Members shall be according to Appendix 20.

6.0 PERFORMANCE MANAGEMENT, PROMOTIONS AND CAREER PROGRESSION

The University shall operate an open staff performance review and appraisal system for assessing employee performance and accomplishments with a view to:

- a. Assist its employees to develop and grow on a continuous basis.
- b. Identify productivity constraints and determining strategies for redressing them in a cohesive and comprehensive manner.
- c. Establish a basis for rewarding good performance and accomplishments through merit pay, promotions, non-financial rewards and for sanctioning continued non-performance.

To ensure satisfactory performance of staff in their current posts and to fulfil its longer-term human resource requirements, the University shall provide a systematic means of monitoring and improving employee work performance. This shall be done through continued performance appraisal, mentoring, coaching and feedback as well as implementation of on-the-job and institutional training, and employee development programmes.

Rewards for outstanding job performance and sanctions for non job performance are outlined in Appendix 27.

7.0 STAFF TRAINING AND DEVELOPMENT

7.1. Policy

Staff Members are recruited on the basis that they have the requisite skills to perform in their duties unless stated so in the recruitment. However, the University shall develop and implement a Training Policy whose objective shall be to provide competency-based learning opportunities to equip all staff categories with the requisite skills, expertise and knowledge to maximize their potential and contribution to the successful attainment of the goals and objectives of the University.

The University's Staff Training and Development policy shall define the system and processes by which University's staff training and development shall be implemented and shall include:

- a. Training procedures;
- b. Types and duration of training;
- c. Guidelines for candidate selection;
- d. Implementation of training programmes;
- e. Conditions that shall apply to trainees including bonding; and
- f. Validation of training.

Staff members attending approved training shall be considered to be on duty.

Staff members who are on contract or part time shall not be allowed to proceed on long term training of more than three months. However, staff members who are employed on permanent terms may be allowed to proceed on both short and long-term training.

All training undertaken must be:

- a. In response to clearly identified training needs and/or specific performance deficiencies established through regular training needs assessment exercises and annual staff performance review and appraisal programmes;
- b. In line with the changing skill requirements of the University, its objectives, programmes, work plans and priorities;
- c. Administered in a systematic and transparent manner linked to results.

- d. Based on approved Training and Staff Development Plans prepared by the University Registrar in consultation with Head of Departments and Sections.

The University is committed to providing the requisite environment and resources for continuous employee development. Training will be used as a key instrument/strategy for enhancing staff competencies, performance and contribution to the accomplishment of University's objectives. Management shall ensure that staff members maintain leading-edge skills at all times in their respective areas of specialization through continuous investment in training and staff development.

7.2. On the Job Training

The University emphasizes on the job training and to a large extent, a supervisor's competencies shall be assessed by his or her ability to develop subordinates within his or her section. It is mainly done through:

- a. Effective delegation and empowerment;
- b. Continued encouragement and interest shown by the supervisor;
- c. Coaching and demonstration by the supervisor;
- d. Job rotation and enrichment;
- e. Projects; and
- f. Assignments.

7.3. In-House Training

Where a significant number of candidates are eligible for the same training, management shall identify an experienced local or international facilitator to design and deliver training on an in-house basis. Other than the issue of numbers, consideration for in-house training shall also be based on training cost, effectiveness of training and impact on organizational performance.

7.4. Short Term Training

It is aimed at equipping staff with skills, abilities and knowledge to enable them perform better in their current and future responsibilities. This type of training shall not exceed a period of 12 months.

7.5. Long term training

It is designed to enable staff acquire qualifications such as degree, diploma and certificates. This type of training may exceed a period of 12 months.

8.0 ALLOWANCES AND BENEFITS

8.1 Education Support for Children and Spouses of Staff Members

In this section, dependants shall be those that will have been declared by the Staff Member and known by the University at the time of employment or during subsequent update of Staff Member's records.

- a. The University shall admit to its programmes up to a maximum of two dependants in undergraduate programs per Staff Member who meet minimum entry qualifications required for admission into the University.
- b. The first dependant of the Staff Member shall be admitted into a programme at no tuition fee while the second dependant shall pay fifty percent (50%) of the applicable tuition fees as long as the Staff Member remains an employee of the University.

8.2. Subsistence Allowance

An employee is entitled to a subsistence allowance when proceeding on duty out of station, and staying at least overnight. The rates of such an allowance are stated in Appendix 2a and Application Form in Appendix 7.

Where a Staff Member and spouse have been invited to a function in her/his official capacity, he/she will be entitled to accommodation for double room at the University's cost of bed and breakfast at a specified hotel by the University for those who are eligible plus appropriate allowance to cover the cost of meals. Where a Staff Member and spouse have been invited to a state function in her/his capacity and elects to receive the full subsistence allowance and not stay in a hotel, the spouse shall be paid half of the subsistence allowance applicable to the Staff Member for all the days spent away from the normal place of work.

8.3 Meal Allowance

A Staff Member shall be entitled to meal allowance when proceeding on duty out of station for a day, and staying over lunch. Where accommodation is paid for, staff shall be paid meal allowance according to number of meals missed. The rates of such an allowance are stated in Appendix 2a and Application Form in Appendix 7.

8.4 Hospitality

Reimbursement of expenses incurred in entertaining Staff Members on duty or official visitors to the University shall be according to the rates in Appendix 2a. Note that half rates are applicable for guests below 18 years of age.

Claims for reimbursement of hospitality expenses shall be submitted as follows:

<u>Host</u>	<u>Guest</u>	<u>Claim Submitted</u>
a) Staff Member	Staff Member	Host
b) Staff Member	Official Visitor	Host
c) A person who is not a Staff Member	Staff Member	Guest

- i. In (a) the claim shall be submitted through the guest who shall countersign and pass to the University for payment direct to the host.
- ii. In (a) and (b) the Staff Member submits to the University.
- iii. In (c) the Staff Member gives the host's address to which payment shall be made.

8.5 Acting Allowance

The University may pay an Acting Allowance to a Staff Member who has been assigned duties of a higher grade without the Staff Member being promoted as long as the post is vacant or the incumbent is absent.

- a. An Acting Allowance will only be considered when a Staff Member acts in an established post of which the minimum salary scale of the post in which he acts is greater than the actual salary of the acting Staff Member.
- b. Where the person acting is already in the appropriate salary scale no Acting Allowance shall be paid.
- c. The Staff Member so appointed to act shall be informed in writing and shall receive the difference between her/his salary and the entry point of the salary of the post he/she is acting in for the whole of the acting period.
- d. No Acting Allowance shall be paid for an acting period of less than four weeks.
- e. A Staff Member may act for a period not exceeding two years thereafter an advertisement has to be made to fill the position.
- f. Where he/she does not carry out the full responsibility of the post, a Responsibility Allowance shall be considered in lieu.

8.6 Responsibility Allowance

The University shall pay Responsibility Allowance to a Staff Member who has been informed in writing to discharge duties which are clearly in excess of those which are stipulated in her/his job description.

- a. No Responsibility Allowance shall be paid unless authorised by the University Registrar.
- b. A Responsibility Allowance shall not be paid for a period of less than four (4) weeks.

- c. A Responsibility Allowance shall not normally be paid for a period exceeding one year.
- d. A Responsibility Allowance shall be assessed separately in each case and shall take into account any sharing of responsibility and any support, guidance and advice available from other Staff Members.
- e. Responsibility Allowance shall be 25% of the Staff Member's salary.

8.7 Duty Allowance

This is an allowance payable to a Staff Member whose nature of the job requires him/her to work during odd hours as opposed to pressure of work. Where duty allowance has been authorised, it shall be paid at 15% of basic salary. Categories of Staff eligible for duty allowance are listed in Appendix 22.

8.8 Disturbance Allowance

When a Staff Member is requested to move on transfer from one duty station to the other he/she shall be entitled to a Disturbance Allowance as follows:

- a. On every occasion he/she moves from one station to another 75% of her/his monthly salary.
- b. On every occasion he/she moves from one University's house to another, within the same station, at the request of the University 50% of his/her monthly salary.
- c. No Disturbance Allowance shall be paid to an Officer who applies for transfer for personal reasons or who requests to change houses.

8.9 Baggage Allowance

For a Staff Member returning from further studies he/she shall claim reimbursement for Baggage as follows:-

Period	Maximum weight
Up to 2 years	60kgs
2- 4 years	80kgs
4 years or more	120kgs

A Staff Member is expected to submit documents which will show the total weight of the luggage.

8.10 Risk Allowance

This allowance applies to Medical Staff only. The Staff Member shall be entitled to 15% of their salary.

8.11 External Travel

When the University sends out a Staff Member on official University business abroad it shall:

- a. Pay subsistence allowance according to the rate as stipulated in Government circulars.
- b. Pay Air Ticket, Business class for the Vice-Chancellor and Economy class for other categories of staff.

Where the Staff Member has been invited to attend a conference, workshop, seminar or other types of meetings and such gatherings deemed beneficial to the University, and the travel is externally funded, the University shall pay the Staff Member part of the subsistence expenses at a rate as stipulated in Government circulars.

8.12 Transport and Travelling (T&T) Claims

Private vehicles shall not be used on University's business, without prior approval in writing from the University Registrar, failing which no mileage claim may be made. Approval for use of private vehicles shall only be given in the exceptional circumstance where a University vehicle is not available for use on official business.

Staff Members using private vehicles on official business shall be entitled to claim an allowance per kilometre as determined by the following formula;

- a. Motor vehicle : 60% of the current price of a litre of petrol per km;
- b. Motorcycle : 30% of the current price of a litre of petrol per km;
- c. Bicycle: K5, 000 per month.

Application form for claiming T & T is on Appendix 28.

8.13 Death Benefits

- For all Staff, death benefits shall be calculated according to University Superannuation Scheme.
- On the death of Staff Member, Death Benefits shall be paid to beneficiaries as stipulated in the Pensions Act 2011.
- In the event of a Staff Member dying in service, the Vice Chancellor shall arrange payment of the death benefits to the deceased family as soon as possible but not exceeding three months of receiving the benefits from the insurer.
- For a Contract Staff who dies before the completion of her/his contract, the University shall pay to the deceased family Death Benefits of fifteen per cent (15%) of accumulated salary.

- For tenured staff, gratuity shall be paid where a Staff Member served the normal qualifying period of 20 years.

8.14 Arrangements on Death of a Staff Member

In the event of a Staff Member dying, the University Registrar shall, with the spouse and/or next of kin, organise the arrangements for the transport and burial of the remains as provided in the Appendix 23.

- a. For domiciled Staff the spouse and or dependants shall be entitled to transport from the University to a place of their choice within the country.
- b. For non-domiciled Staff the spouse and/or dependant minor children (below 18 years old) shall be entitled to passages from the University to the place of domicile at the normal rates. This entitlement lapses, unless otherwise qualified, after three months.
- c. In case the deceased occupied University accommodation, the bereaved shall, unless otherwise qualified, be required to vacate the accommodation within three (3) months.
- d. The Vice Chancellor shall ensure payment of terminal benefits or any other benefits for which the deceased Staff Member may be eligible within six (6) weeks of the University receiving benefits from the insurer.
- e. If the circumstances of the deceased member require financial assistance before the terminal benefits are paid in full, the University Registrar/Vice Chancellor shall authorise that an advance payment against terminal benefits to which the deceased Staff Member may be entitled, should be paid to the beneficiaries of the deceased Staff Member provided the advanced money does not exceed 10% of the total benefits.
- f. When the Staff Member dies the spouse shall be paid one month salary following the death of the employee.

9.0. LOANS AND ADVANCES

It should be noted that a loan is not a right, rather a privilege. Loan applications for all employees shall be considered and approved by the University Registrar. Without prejudice to all other rights, powers, remedies of University to recover the amount due, University reserves the right to deduct from an employee's salary any monies by deduction of not more than 50% of his /her gross salary.

9.1. Salary Advance

In the event of a Staff Member proceeding for a holiday and may not be available on pay day, Management shall approve a salary advance and the full amount shall be recovered within the same calendar month. The application for the salary advance shall be made using the Leave Application Form (Appendix 12).

9.2. Emergency Advance

An emergency advance shall refer to financial provision paid to a Staff Member to cater for unforeseen circumstances (Appendix 8).

A Staff Member shall be eligible for an emergency advance if:

- a. He/she is able to satisfy the University Registrar that he/she needs the advance.
- b. The amount of the advance does not exceed one third of her/his gross monthly salary.
- c. In the case of an emergency advance, the Staff Member agrees to repay the advance with interest charged at the Reserve Bank of Malawi base rate in not more than four equal monthly instalments beginning in the month following that in which the advance was made.

Staff Members wishing to avail themselves for this concession would do well to bear in mind that emergencies are bound to happen and it would be in their interest not to abuse the facility.

9.3. Housing Loan

The University shall link Staff Members to a finance lending institutions for a house loan.

9.4. Motor Vehicle/Cycle Loan

A Staff Member may be granted a loan for the purchase of a Motor Vehicle/Cycle of a sum not exceeding one Annual Salary of the Staff Member provided that:

- a. Either the Staff Member or her/his spouse holds a valid full driving licence or the Staff Member employs a fully qualified driver full-time until the loan has been repaid.
- b. The vehicle is comprehensively insured (Appendix 9).

The loan shall be recovered in a period of not exceeding six (6) years, and interest shall be charged at the Reserve Bank of Malawi base rate. The Staff Member may be requested to use the vehicle when travelling on University business. The loan will be granted after a previous similar loan is cleared and subject to availability of funds.

9.5 Bicycle Loan

A Staff Member may be granted a loan for the purchase of a bicycle of a sum not exceeding two times monthly salary of the Staff Member or the cost of the bicycle whichever is less. The payment shall be made to the seller, recovered in a period not exceeding 24 months and interest shall be charged at the Reserve Bank of Malawi base rate. The loan shall be granted after a previous similar loan is cleared and subject to availability of funds. Application Form as in Appendix 10.

9.6 Furniture Loan

A Staff Member may be granted a loan for the purchase of furniture. The amount payable shall be up to the value of the furniture but not exceeding three times monthly salary. The payment will be made to the seller, recovered in a period not exceeding 24 months and interest shall be charged at the Reserve Bank of Malawi base rate. The loan shall be granted after a previous similar loan is cleared and subject to availability of funds. Application Form as in Appendix 11.

9.7 Education Loan

A Staff Member may be granted a loan for the purpose of paying for his/her education. The amount payable shall be up to the value of the actual fees but not exceeding six times monthly salary. The payment will be made to the examining board or Staff Member provided there is evidence of enrolment. The loan will be recovered in a period not exceeding 24 months and interest shall be charged at the Reserve Bank of Malawi base rate. The loan will be granted after a previous similar loan is cleared and subject to availability of funds. The loan will be granted on condition that the qualification sought will lead to a higher academic or professional qualification and that the qualification is relevant and likely to improve the efficiency of the applicant. Application form as in Appendix 8.

9.8 General Purpose Loan

A Staff Member shall be eligible to apply for General Purpose Fund loan provided that he/she has successfully completed probation period. The payment period shall not exceed 36 months. No reason shall be given for the loan. Interest shall be charged at the Reserve Bank base rate. The General Purpose Fund shall not exceed six months' salary. The application form is in Appendix 8.

10. LEAVE PROCEDURES

10.1. Annual Leave

- a. The Staff Member shall be entitled to an Annual Leave as stated in Appendix 3 in each period of twelve months beginning on the first day of the financial year. Where the date of appointment is not the first day of the financial year, Annual Leave in the period up to the last day of the financial year shall be calculated on *pro-rata* basis. In

this context, 'working days' mean any day other than Saturdays, Sundays and Public Holidays.

- b. Annual Leave shall normally be taken during vacations.
- c. Annual Leave days may not be accumulated from one twelve (12) months period to another. Leave days not taken shall be forfeited provided that where the Staff Member has, at the written request of the University, not taken her/his leave days this may, with the consent of the University Registrar, be added to her/his entitlement in the next twelve-month period.
- d. In the event of the Staff Member still not being able to proceed on leave after the accumulation of leave days as in (c) above due to exigencies of work, he/she may commute the leave days into cash.
- e. Leave days may be anticipated within the twelve-month period in which they accrue.
- f. Application for leave shall be done using the form in Appendix 12.

Once in each period of twelve (12) months beginning on the first day of the financial year, a Staff Member shall be granted Leave Grant as shown in Appendix 2. Where the date of a Staff Member's appointment is not the first day of the financial year, Leave Grant shall be calculated on *pro-rata* basis.

10.2 Sick Leave

The University shall grant up to 90 consecutive days Sick Leave on full pay, provided that the period concerned is supported by a medical doctor's report. Sick Leave beyond 90 consecutive days up to a maximum of another 90 consecutive days shall be on half pay provided that the period concerned is supported by a medical doctor's report. Thereafter, it shall be on no pay.

At any time within the sick leave period, the Staff Member is entitled to a evoke section 4.6. After the 180 consecutive days is over, the University shall proceed to Section 4.6.

10.3 Maternity Leave

- a. The University shall grant three (3) months Maternity Leave on full pay.
- b. If further absence is necessitated by ill-health, backed up by a medical report, the Section 10.2 on Sick Leave shall apply.
- c. Maternity Leave can only be granted once every two years; otherwise it shall be without pay if taken within two consecutive years.

10.4 Paternity Leave

A male Staff Member shall be entitled up to 10 consecutive days of paid Paternity Leave. In exceptional circumstances where the wife is incapacitated arising from delivery as certified by medical doctor, 30 consecutive calendar days shall be granted.

10.5 Compassionate Leave

- a. A Staff Member shall be entitled to Compassionate Leave in the event of the death of her/his immediate member of family and for a period of ten working days. Immediate members of the family shall mean spouse, biological children and dependants under the custody of the Staff Member.
- b. A Staff Member shall be entitled to Compassionate Leave for a period of five working days in the event of the death of her/his parent, brother or sister.
- c. Where a Staff Member stays away for more than the number of days stipulated in either (a) or (b), the additional days taken shall be deducted from Annual Leave days.
- d. In all cases of death not covered in (a) and (b) above, a Staff Member may utilize her/his leave days following established procedures.

10.6 Other Types of Leave

I. Leave for Further Training

Leave for Further Training shall mean leave granted to a Staff Member not on Contract to pursue a certificate, diploma, post-graduate certificate /diploma or degree studies.

- a. A Staff Member is undergoing further training, he/she shall continue to be on salary for such period as may be determined from time to time.
- b. The length of Leave for Further Training shall depend on the length of the proposed study programme but shall not exceed.
- c. All Staff shall be entitled to leave for further training after they have been confirmed in their appointments. In special circumstances, Staff Members may be allowed to proceed on further training before they are confirmed.
- d. The Head of Department/Section shall recommend to the Dean of Faculty/University Registrar, a Staff Member who should proceed on further training. If the Dean of Faculty/University Registrar is satisfied that the programme of study is relevant to the duties of the Staff Member, he/she shall recommend to the Vice-Chancellor for submission to the Appointments Committee;
 - i. One (1) year in the case of post-graduate diploma/certificate.

- ii. Two (2) years in the case of Masters' programme.
 - iii. Three (3) years in the case of University Diploma/certificate.
 - iv. Four (4) years in the case of Bachelors Degree.
 - v. Five (5) years in the case of Doctorate programme.
- e. Where the Staff Member's minimum period for being on a study programme has expired before he/she has acquired the sought qualification, he/she shall be required to formally write, with supporting evidence from her/his training institution, to the Vice Chancellor seeking approval for an extension.
 - f. If the Staff Member does not apply for extension upon expiry of the minimum study period, he/she shall be deemed to have absconded after a period of three (3) months.
 - g. If the Staff Member does not complete the study programme upon expiry of the extension granted in Section 10.6 (I) (e) he/she shall be deemed to have absconded.
 - h. All Staff Members proceeding for further training shall be bonded (Appendix 13).
 - i. A Staff Member who, on her/his own, secures sponsorship for training whether abroad or locally, where the training is considered irrelevant by the University to the Staff Member's work, he/she may be granted Unpaid Leave.
 - j. A Staff member who goes on study leave that has been approved by the Vice Chancellor, but subsequently changes her/his area of specialisation without prior approval shall be sanctioned.

II. Sabbatical Leave

- a. Shall mean leave granted to permanent academic Staff Member in order to do research and/or acquaint herself/himself with new ideas and techniques in her/his area of specialisation, and such leave shall be limited to one year only.
- b. The permanent academic Staff Member shall become entitled to Sabbatical Leave of one year for every five academic years of active service subject to the condition that he/she intends to return to the University at the end of the leave; and thereafter a year's Sabbatical Leave every subsequent period of four years active service subject to the condition that he/she shall return to the University at the end of the Sabbatical Leave.
 - i. Eligibility for Sabbatical Leave is not proportional to the length of service, e.g., where a Staff Member has worked for 10 years he/she cannot have two years of Sabbatical Leave. Until the required qualifying period has been served the Staff Member has no eligibility.
 - ii. On application for Sabbatical Leave by the Staff Member, the Head of Department shall recommend to the Dean and if satisfied that the programme of

study/research is relevant to the duties of the Staff Member, the Dean shall recommend the application for Sabbatical Leave to the Vice-Chancellor through the Registrar for submission to the Appointments Committee. Documentary evidence of programme of study, research, teaching, or work attachment must be produced at the time of application.

- c. Although Sabbatical Leave is an entitlement, it may be taken only for a programme of study or research and at a time approved by the Appointments Committee. Approval of a particular time shall only be withheld if the Staff Member's absence shall adversely affect the running of the University.
- d. A Staff Member intending to proceed on Sabbatical Leave shall be required to give at least one academic year's notice of her/his intention to take such leave. In exceptional circumstances, a shorter notice period (not less than a semester) can be considered.
- e. Upon return from Sabbatical Leave, a report of what has been accomplished focusing on research, teaching, publications if any and new skills attained through work experience should be submitted to the Vice Chancellor.
- f. A year's Sabbatical Leave as an alternative to three months Study Leave are mutually exclusive and qualifying service can count for one or the other, but not for both.
- g. Qualifying service cannot be accumulated so that if the qualifying period is five years for one year Sabbatical Leave and the Staff Member has served for six (6) years before taking Sabbatical Leave he may not carry forward one year's qualifying service and go on Sabbatical Leave after further four (4) years.
- h. Where a Staff Member on Sabbatical Leave has been recalled by the University before her/his period of Sabbatical Leave has expired and this has resulted in the Staff Member concerned suffering hardship, he/she shall be paid all expenses incurred in the process and be compensated with another period of Sabbatical Leave as shall be approved by the Appointments Committee.
- i. The Staff Member shall receive full salary during the period he/she is on Sabbatical Leave. The University shall, with prior agreement, meet costs of economy airfare ticket, and baggage at 2/5th of one economy airfare, provided the Staff Member has fulfilled the notice period of one year. The University, where applicable, shall also meet cost of airfare for the spouse accompanying the Staff Member.
- j. A Staff Member on Sabbatical Leave shall not be engaged in consultancy/paid employment without seeking the approval of the Appointments Committee.
- k. Sabbatical Leave shall not be converted to Leave of Absence. If it does, the Staff Member will be required to pay back the money. Sabbatical Application Form is in Appendix 14

III. Study Leave

Leave taken by a permanent academic Staff Member to enable him/her to pursue advanced studies/research which may/may not necessarily lead to the acquisition of additional qualifications shall constitute Study Leave.

- a. The Staff Member shall become entitled to three months' Study Leave for every three academic years of active service subject to the condition that he/she intends to return to the University at the end of the Study Leave:
 - i. Eligibility for Study Leave is not proportional to the length of service and until the required qualifying period has been served the Staff Member has no eligibility;
 - ii. On application by a Staff Member, the Head of Department shall recommend to the Dean the Staff Member wishing to proceed on Study Leave, and if the Dean is satisfied that the programme of study is relevant to the duties of the Staff Member he/she shall recommend to the Vice-Chancellor for submission to the Appointments Committee;
 - iii. The alternative of a term's Study Leave and a year's Sabbatical Leave are mutually exclusive and qualifying service can count for one or the other but not for both;
 - iv. Qualifying service cannot be accumulated so that if the qualifying period is three years for one term's Study Leave and the Staff Member has served for four years he/she may not carry forward one year's qualifying service and go on Study Leave after two further years unless he/she did not proceed on leave at the request of the University.
- b. The Staff Member shall receive full pay during the Study Leave provided he/she does not obtain alternative employment with full pay.
- c. Although Study Leave is an entitlement, it may be taken only for a programme of study or research and at a time approved by the Appointments Committee. Approval of a particular time shall only be withheld if the Staff Member's absence would adversely affect the running of the University.
- d. Where a Staff Member on Study Leave has been recalled by the University before the period of Study Leave has expired and such recall has resulted in the Staff Member concerned suffering hardship, he/she shall be paid all expenses incurred in the process and be compensated with another period of Study Leave as may be approved by the Appointments Committee. Study Leave Application Form is in Appendix 14

IV. Examination Leave

Examination Leave shall mean leave granted to a Staff Member in order for him/her to sit for examinations. The leave may be granted for the working day on which the actual examination takes place plus the working day immediately prior to the day on which the examination takes place, provided that no examination leave is granted for a re-sit of an examination. In a case where a Staff Member is re-sitting an examination, Annual Leave days may be granted.

V. Leave for Sport and Cultural Activities

Leave for Sport and Cultural Activities shall mean leave granted to a Staff Member in order for her/him to represent Malawi or the University nationally or internationally in a recognised and organised sport or cultural activity.

A Staff Member may be granted leave for sport and cultural activities with full pay if he/she represents Malawi or the University, nationally or internationally in a recognized and organized sport or cultural activity which is recognized by the University, as a participant or manager/trainer; provided that the leave shall be valid only for the actual period scheduled for the tour or tournament plus reasonable travelling time (if the event is not held in the near vicinity of her/his station): provided further that any additional leave shall be deemed to be Annual Leave.

VI. Leave to Attend Seminars, Workshops and Conferences

Leave to attend seminars, workshops and conferences shall mean leave granted to a Staff Member in order for him/her to attend a seminar, workshop and conference recognized by the University.

- a. Leave to attend conferences, workshops and seminars of the University and academic functions may be granted with the approval of the Vice Chancellor.
- b. Application for such leave, stating the nature, venue and the time of leave, shall be submitted in the first instance to the Head of Department/Section who shall make such recommendations to the Dean of Faculty/University Registrar, who shall submit to the Vice Chancellor for approval.
- c. The Vice Chancellor, prior to giving approval, shall have to be satisfied that adequate provision has been made for the responsibility of the Staff Member to be continued during the period of such leave by delegated officers.
- d. The Staff Member shall be obliged upon her/his return from leave of this nature to submit a report to the Vice Chancellor on the seminar, workshop or conference.

VII. Leave of Absence

Leave of absence shall mean unpaid leave granted to a domiciled Staff Member in order to enable him or her take up alternative employment or any other political office. A Staff Member on contract shall not be entitled to Leave of Absence.

- a. A Staff Member shall be Granted Leave of Absence without pay after six years of active service; or four years after returning from either Further Training or Sabbatical Leave provided he/she had already had six (6) years of active service. Leave of Absence can be taken only once during one's tenure of service.
- b. A Staff Member intending to proceed on Leave of Absence shall be required to communicate her or his intention to go on Leave of Absence at least (3) three-months before she/he goes on such leave.
- c. On application by a Staff Member, the Head of Department shall recommend to the University Registrar with a copy to the Dean, the application for Leave of Absence and the University Registrar/Vice Chancellor after satisfying himself/herself that during the staff Member's absence the services shall not suffer, shall recommend to the Vice Chancellor for submission to the Appointments Committee and University Council.
- d. Leave of Absence shall be for a period of up to two years initially, and the period may be extended for a further period not exceeding two years on mutual agreement. A Staff Member who intends to extend the period of Leave of Absence must give a notice of six months. If the Staff Member does not return from her/his Leave of Absence after the said period; it shall be deemed that he/she has absconded.
- e. During the period the staff member is on Leave of Absence he/she shall not be on salary or be entitled to any benefits/privileges, and he/she shall be fully responsible for contribution to the University Superannuation scheme i.e. he/she shall pay her/his own contribution and the contribution which would otherwise have been paid by the University on his/her behalf. Leave of Absence Application Form is in Appendix 14.

H. Unpaid Leave

Unpaid leave may be granted for a period of up to 30 working days and for a longer period by the University in special circumstances including:

- a. When a Staff Member has established beyond reasonable doubt, need to attend to an urgent private matter and his annual leave has been exhausted; and/or
- b. For longer period when it relates to unapproved training as in section 10.6I (i).

I. Public Holidays

The University shall observe all Public Holidays declared by the Government of Malawi.

11.0 DISCIPLINARY CODE AND GRIEVANCES

The regulations in this section apply to all types of appointments.

11.1 General Disciplinary Matters

Misconduct, incompetence or inefficiency, conduct likely to bring the University into disrepute, may lead to disciplinary action which may include reprimand, withholding of increment, suspension with or without pay and dismissal depending on the degree of severity of the misconduct.

11.2 Types of Misconduct

Without exhausting the list, a Staff Member is guilty of misconduct who:

- a. Sexually harasses a *bona fide* student of the University or Staff Member of the University.
- b. Absents herself/himself from duty during normal working hours without permission from a Responsible Officer or without valid excuse.
- c. Absconds from work.
- d. Performs her/his duties negligently.
- e. Fails to perform any duties properly assigned to him or to obey any proper instructions which may properly be given to her/him by a person having authority to give such instructions.
- f. Displays insubordination by word or conduct.
- g. Continues to be incompetent or inefficient after the expiration of the period fixed in a warning given to him/her, unless such incompetence and inefficiency is due to causes beyond his/her control.
- h. Is drunk or under habit-forming drugs during the normal working hours or during such other hours as he/she may be required to be on duty.
- i. Habitually drunk or takes habit-forming drugs.
- j. Is, under any law or statute, adjudged or otherwise declared bankrupt, insolvent or a writ unless he/she shows that her/his financial difficulties have been caused by circumstances beyond his control or has civil/criminal imprisonment or other like orders issued against her/him by the Courts.

- k. Except in the discharge of her/his official duties or with the consent of the Vice Chancellor, discloses or reveals either directly or indirectly the contents of any documents or information whatsoever acquired in the course of such duties which he/she should otherwise not have disclosed or revealed.
- l. Use for personal gain information acquired through her/his employment in the University, notwithstanding that he/she does not disclose such information.
- m. Conducts herself/himself on any one or more occasions in a disgraceful, improper or unbecoming manner, or while on duty is discourteous to any other person.
- n. Makes use of University money or property for private purposes.
- o. Fails to take reasonable care of any University property in her/his custody on charge to her/his powers to ensure that reasonable care is taken of any such property.
- p. Engages in an undertaking which might in any way conflict with the interest of the University.
- q. Engages in academic dishonesty.
- r. Does or causes or permits to be done or connives in any act which is prejudicial to the administration, discipline or efficiency of the University or any part of it.
- s. Commits any of the following offences and is convicted thereof by a court of law:
 - i. Extortion, bribery, corruption.
 - ii. Theft, theft by false pretences, receiving stolen property knowing it to have been stolen;
 - iii. Fraud, forgery, altering a forged instrument knowing it to have been forged; or
 - iv. Attempt, incitement of conspiracy to commit an offence under this sub-section.
- t. Attempts to secure intervention, from political sources in relation to her/his position or condition of employment in the University.
- u. Engage in any activity which interferes with the due performance of her/his duties in the University.
- v. Abuses her/his power by departing from stipulated and approved University procedures.
- w. Assumes political party office before resigning from her/his University position.

- x. Campaigns for political office whilst serving as an employee of the University before resigning from her/his University position or going on an approved Leave of Absence.

11.3 Disciplinary Procedures

- a. Where cases of misconduct are deemed to be minor, Faculty, Departmental, Unit or Sectional Heads shall reprimand either verbally or in writing, Staff Members who in their assessment have committed acts of misconduct. Such warning shall fix a reasonable period of time not less than three months and not exceeding six months within which the Staff member is to correct his/her misconduct.
- b. Where action taken in (a) above does not lead to improved conduct on the part of the Staff Member, the responsible Faculty, Departmental, Unit or Sectional Heads shall report the case to the Deputy Vice Chancellor.
- c. Where cases of misconduct are deemed to be of serious nature, Faculty, Departmental, Unit, or Sectional Heads shall refer the case to the Deputy Vice Chancellor.
- d. Where there has been a grave offence of concern to the University, or gross neglect of duty, the Vice Chancellor shall have power to suspend the Staff Member from his/her duties pending disciplinary hearing.
- e. The Deputy Vice Chancellor shall refer the matter to the Disciplinary Committee for a disciplinary hearing.
- f. The Disciplinary Committee shall comprise the following;
 - i. Deputy Vice Chancellor – Chair;
 - ii. University Registrar - Secretary;
 - iii. Faculty Dean as appropriate;
 - iv. Head of Department/Section of a concerned member;
 - v. President of Union;
 - vi. Two co-opted members from another Faculty or Department other than the concerned.
- g. The Disciplinary Committee shall make arrangements for disciplinary hearing and make recommendations to the Vice Chancellor. The proceedings of the Committee shall be as simple and as informal as possible provided all necessary rules of justice are observed.
- h. Upon receiving the recommendation from the Disciplinary Committees, appropriate action shall be taken against the Staff Member which shall include and not limited to one of the following:

- i. Reprimand/verbal warning
- ii. Written warning
- iii. A reduction of a Staff Member's grade
- iv. Withholding of increments/privileges
- v. Suspension of the Staff Member without pay
- vi. Termination of service of the Staff Member
- vii. Deductions to recover the replacement value of the items
- viii. Dismissal

The Vice Chancellor shall make a decision as soon as practicable, at any rate, not exceeding 30 days. Where the Vice Chancellor and Deputy Vice Chancellor are concerned, their cases shall be handled by the Council.

Where a Staff Member is dissatisfied with the outcome of his disciplinary case he shall have the right to appeal to Appointments Committee of Council in writing through the Vice Chancellor. The decision of Appointments Committee shall be final.

When all the above procedures have been exhausted and the staff member is still disgruntled, he/she may take up the matter to the Industrial Relations Court in accordance with the Labour Relations Act and Employment Act of the Laws of Malawi.

11.4 Redress of Grievances

- a. A Staff Member of the University who is aggrieved by a decision of her/his immediate superior on matters affecting conditions of employment shall have the right to appeal.
- b. A Staff Member may present the appeal in writing to an office higher than her/his immediate superior as appropriate.
- c. If still not satisfied, further appeals may be presented to higher committees/authorities as appropriate.

12.0 TRANSITIONAL PROVISIONS

Transitional Provisions are provided for in the LUANAR Act 2011 as follows:

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

In order to operationalize the above provisions the following guideline shall apply:

1. All Staff Members shall be transferred to LUANAR. This means that:
 - a. Their employment with the University is guaranteed by the transfer.
 - b. No one shall be declared redundant.
 - c. Equivalent position or nearest equivalent position shall be provided in the University.
2. All staff shall not lose out in their salary package as a result of:
 - a. Qualification.
 - b. Placement in the new structure.
 - c. Privileges that they were getting before the transfer.
3. Where there are several Staff Members for a similar position, an internal advert shall be made in order to give chance to the most suitable candidate to fill up the post. Those that are not successful will be provided an equivalent or nearest position.
4. The structure of the University shall be rationalized in line with these conditions of service such that the current number of staff and their positions do not influence its formation.

5. After placement into the current structure, any excess Staff Members shall be placed in some virtual positions that shall not be filled after their retirement or voluntary resignation.
6. Those that are due for retirement and have not retired by 31st December 2012 should be given the option to continue and be eligible for retirement at the maximum 70 years of age.
7. Those that would have retired by 31st December 2012 shall be allowed to be engaged on contract if there is a need until they reach 70 years of age.
8. These Conditions of Service shall come into effect on 1st July 2013.

APPENDIX 1: Salary Scales

LEVEL / SEGMENT	STAFF CATEGORY/DESCRIPTION		ENTRY POINT	NOTCH	
A	CLEANERS, FIELD / LAB / LIVESTOCK ATTENDANTS, MESSENGERS DRIVERS, (without Grade Trade Tests)			1	40,180
				2	41,385
				3	42,626
				4	43,905
				5	45,222
				6	46,579
				7	47,976
				8	49,416
				9	50,898
B	CLEANERS, FIELD / LAB / LIVESTOCK ATTENDANTS, MESSENGERS DRIVERS, (without Grade Trade Tests)			1	53,443
				2	55,046
				3	56,698
				4	58,399
				5	60,151
				6	61,955
				7	63,814
				8	65,728
				9	67,700
C	FIELD / LAB ASSISTANTS, TYPISTS, DRIVERS (with Grade Trade Tests) or CLEANERS, FIELD / LAB / LIVESTOCK ATTENDANTS, MESSENGERS, (Upon Promotion or receiving training)			1	71,085
				2	73,218
				3	75,414
				4	77,677
				5	80,007
				6	82,407
				7	84,879
				8	87,426
				9	90,049

D	SENIOR FIELD / LAB ASSISTANTS, SENIOR CLERICAL OFFICERS, TYPISTS, DRIVERS (with Grade Trade Tests)			1	94,551
				2	95,969
				3	97,409
				4	98,870
				5	100,353
				6	101,858
				7	103,386
				8	104,937
				9	106,511
E	SENIOR FIELD / LAB ASSISTANTS, SENIOR CLERICAL OFFICERS, TYPISTS, DRIVERS			1	109,706
				2	112,449
				3	115,260
				4	118,142
				5	121,095
				6	124,123
				7	127,226
				8	130,406
F	TECHNICIANS, EXECUTIVE OFFICERS, SECRETARIES / STENOGRAPHERS (with Grade Trade Tests relevant experience)			1	156,488
				2	158,835
				3	161,218
				4	163,636
				5	166,090
				6	168,582
				7	171,110
				8	173,677
G	TECHNICIANS, EXECUTIVE OFFICERS, SECRETARIES / STENOGRAPHERS (with Diplomas or Equivalents)			1	176,282
				2	178,486
				3	180,717
				4	182,976
				5	185,263

	in their Areas of Specialisations, but without degrees			6	187,579
				7	189,924
				8	192,298
H	SENIOR TECHNICIANS, SENIOR EXECUTIVE OFFICERS, SECRETARIES / STENOGRAPHERS (with Diplomas or Equivalents in their Areas of Specialisations, but without degrees)			1	249,025
				2	252,138
				3	255,290
				4	258,481
				5	261,712
				6	264,984
				7	268,296
				8	271,650
I	SENIOR TECHNICIANS, SENIOR EXECUTIVE OFFICERS, SECRETARIES / STENOGRAPHERS (with Diplomas or Equivalents in their Areas of Specialisations, but without degrees)			1	275,724
				2	279,171
				3	282,660
				4	286,194
				5	289,771
				6	293,393
				7	297,061
				8	300,774
J	CHIEF TECHNICIANS, CHIEF EXECUTIVE OFFICERS, PERSONAL ASSISTANTS (with Diplomas or Equivalents in their Areas of Specialisations, but without Degrees)			1	305,286
				2	309,102
				3	312,965
				4	316,877
				5	320,838
				6	324,849
				7	328,909
				8	333,021
K	STAFF ASSOCIATES, ADMINISTRATIVE	ADMIN 8	(1)	1	427,682

L	ASSISTANTS (with First degrees - Pass, Credit & Distinction)			2	434,097
				3	440,609
				4	447,218
				5	453,926
				6	460,735
	ASSISTANT LECTURERS, RESEARCH FELLOWS, ASSISTANT REGISTRARS, ASSISTANT FINNCE OFFICERS (with Honours degrees)		(2)	7	462,170
				8	469,102
				9	476,139
		ADMIN 7		10	483,281
				11	490,530
				12	497,888
				13	505,356
		ADMIN 6		14	512,936
				15	520,631
			(3)	1	537,408
				2	544,932
				3	552,561
	LECTURERS, RESEARCH FELLOWS, ASSISTANT REGISTRARS, ASSISTANT FINANCE OFFICERS (upon acquiring postgraduate, Masters or PhD, qualifications or their professional equivalents)			4	560,297
				5	568,141
				6	576,095
			(4)	7	584,160
		ADMIN 5			600,631

				9	
				10	609,040
				11	617,567
				12	626,212
				13	634,979
				14	643,869
		ADMIN 4		15	652,883
				16	662,024
				17	671,292
				18	680,690
				19	690,220
M	SENIOR LECTURERS, SENIOR RESEARCH FELLOWS, SENIOR ASSISTANT REGISTRARS, SENIOR ASSISTANT FINANCE OFFICERS,			1	708,511
				2	718,430
				3	728,488
				4	738,687
				5	749,028
				6	749,767
				7	761,013
				8	772,429
				9	784,015
N	ASSOCIATE	ADMIN 3			767,754

	PROFESSORS, UNIVERSITY LIBRARIAN			1	
				2	777,351
				3	787,068
				4	796,906
				5	806,867
				6	816,953
				7	827,165
		ADMIN 2		8	837,505
				9	847,974
				10	858,573
				11	869,305
				12	880,172
		ADMIN 1		13	891,174
O	PROFESSORS	DOF		1	927,877
				2	940,867
				3	954,039
				4	967,396
		UR		5	980,940
				6	994,673
				7	1,008,598
				8	1,022,718
					1,037,037

				9	
				10	1,051,555
				11	1,066,277
				12	1,081,205
				13	1,096,342
				14	1,111,690
P	DVC			1	1,189,509
				2	1,206,162
				3	1,223,048
				4	1,240,171
Q	VC			1	1,326,983
				2	1,345,560
				3	1,364,398
				4	1,383,500

Appendix 2: Schedule of Allowances and Benefits

Appendix 2b – Schedule of Benefits

Appendix 2a: Schedule of Allowances

	Employee's	Rates		
<u>Type of allowance</u>	<u>Category</u>	<u>Full Subsistence Per night</u>	<u>Per meal</u>	<u>Remarks</u>
		K	K	
Subsistence	N-Q	45,000.00	13,500.00	
	L-M	36,000.00	10,800.00	
	K	30,000.00	9,000.00	
	G-J	24,000.00	7,200.00	
	A-F	18,000.00	5,400.00	
Incidental allowance	All	2,000.00		Per day
Leave grant	N-Q	60,000.00		per annum
	L-M	60,000.00		per annum
	K	60,000.00		per annum
	G-J	45,000.00		per annum
	A-F	30,000.00		per annum
Part time lecturer	Stud. Assist	1,575.00		per hour
(Undergraduate)	Demost	2,520.00		per hour
	Staff Ass./AL	3,570.00		per hour
	Lecturer	4,450.00		per hour
	Senior Lect.	5,355.00		per hour
	Assoc Prof.	6,300.00		per hour
	Professor	7,245.00		per hour
Part time lecturers:	Lecturer	5,250.00		per hour

(Postgraduate)	Senior Lect.	6,435.00		per hour
	Assoc. Prof.	7,560.00		per hour
	Professor	8,700.00		per hour
External examiners		US\$	Maximum	
U/grad Marking		1.5		per script
Research		28		per script
Moderation		5.6		per script
Practical/Oral		11.3	562.5	per script
Invigilation		25		per day
Postage		31.3		per annum
Grad Practical/Oral		11.3		per student
Masters dissert		187.5		per student
Masters thesis		281.3		per student
Doctors thesis		375		per student
Invigilation		25		per day
Postage		31.3		per annum

Appendix 2b – Schedule of Benefits

POSITION	CELLPHONE Units	WATER cm3	ELECTRICITY Units	GROUND PHONE MK	FUEL Litres	DOMESTIC WORKER Number	SECURITY GUARDS Number	HEADSHIP MK
Rate								
Vice Chancellor	12,535	68	2,000	24,150	600	2	2	
Deputy Vice Chancellor	12,071	63	1,720	18,150	500	2	2	
University Registrar	11,161	58	1,720	15,750	400	2	2	
Director of Finance	10,714	53	1,340	12,150	300	1	2	
University Librarian	10,714	53	1,340	12,150	300	1	1	
Senior Assistant Registrar, Deputy Director of Finance	10,714	45	1,340	12,150	300	1	1	
Directors of Centres	11,161	45	1,340	12,150	300	1	1	45, 000.00
Dean	10,714	45	1,340	12,150	200			45, 000.00
Head of Department	10,714	45	1,340	12,150	200			30, 000.00
Deputy Dean, Deputy Director	5,357	45	1,340	12,150	100			22, 500.00
Deputy Head	5,357			6,000	100			15, 000.00
Ass. University Registrar, Deputy Director of Finance , Assistant Librarian	5,357			6,000	100			
VC's Personal Assitant	5,982							
DVC's Secretary	5,804							
UR's Secretary	5,536							
DoF's Secretary	5,357							

Appendix 3: Leave Entitlements

SCALE	LEAVE DAYS
A-C	21
D-G	24
H-Q	30

Appendix 4: Letter of Appointment and Employment Agreement Form

Appendix 4a: For Academic and Administrative Staff

VICE CHANCELLOR

Prof. G. Y. Kanyama-Phiri, Dip, BSc, MSc,
PhD

Our Ref/LUA/5/2

Your Ref:



Knowledge Innovation and Excellence

BUNDA COLLEGE CAMPUS

P. O. Box 219, Lilongwe, MALAWI

Tel: (265) 01 277 222/260

Fax: (265) 01 277 364

Email: vc@bunda.luanar.mw

Date.....

(Address)

.....
.....
.....

Dear (name of a person)

OFFER OF APPOINTMENT

Further to your application for the post of I wish to inform you that it has been decided to offer you the post with LUANAR at Bunda College Campus on the following terms and conditions:

Post :

Salary : K per annum

Domicile : Malawian

Date of Appointment :

Type of Appointment:

As a member of the academic and administrative staff of the Lilongwe University of Agriculture and Natural Resources, your duties will include, among others, the following:-

(Specify duties)

I enclose the following documents relating to the offer:

1. Staff Regulations and Conditions of Service

2. Two copies of Agreement Form

3. Staff Record Form

3. Medical Form

The offer is subject to a satisfactory Medical Examination.

If you wish to accept this offer, please complete and return,

1. One signed copy of the Agreement Form
2. Staff Record Form
3. Medical Form

Please note that the contract can be terminated earlier by either party by giving one month's notice while on probation and three months thereafter.

I very much hope that you will be able to accept this offer and look forward to hearing from you soon.

Yours faithfully

UNIVERSITY REGISTRAR

cc: Dean
Director of Finance
Head,

PERMANENT APPOINTMENT AGREEMENT FORM

AGREEMENT made this day of 20..
 (the staff member to complete) between the Lilongwe University of Agriculture and Natural
 Resources (hereinafter called 'the University') and
 hereinafter called 'the Staff Member')

1. The Staff Member is appointed to the post of
2. The salary on appointment will be (K) gross per annum.

In the scale of:.....

..... (K) gross per annum.

to..... (K) gross per annum.

Rising by annual increments as may be approved by the Vice Chancellor and set out in the salary scale.

3. The appointment of the Staff Member may initially be on probation or the Staff Member may have security of tenure on appointment as specified in the Staff Regulations and Conditions of Service.
4. The appointment of the Staff Member commences on
5. This **AGREEMENT** is subject to the Staff Regulations and Conditions of Service and satisfactory Medical Examination and shall be read and construed as part of the **AGREEMENT**.

However, you should note that the terms and Staff Regulations and conditions of Service are subject to change from time to time.

Please note that the contract can be terminated earlier by both party in accordance with the enclosed and Staff Regulations Conditions of Service.

A witness our hands the day and year above written.....
 (on behalf of the Lilongwe University of Agriculture and Natural Resources)

.....

(The Staff Member to Sign)

Reference:1/6/1

7658

CONTRACT APPOINTMENT AGREEMENT FORM

AGREEMENT made this day of 20.. (*the staff member to complete*) between the Lilongwe University of Agriculture and Natural Resources (hereinafter called 'the University') and (hereinafter called 'the staff member').

1. The Staff Member is appointed to the post of **on a year contract** at LUANAR
2. The basic salary on appointment is In the scale of (**K – K**) rising by annual increments as may be approved by the Vice Chancellor.
3. This **AGREEMENT** is for a period of academic years commencing on and ending on

However you should note that the Staff Regulations and Conditions of Service are subject to change from time to time.

Please note that the contract can be terminated earlier by either party in accordance with the Staff Regulations and Conditions of Service.

As witness our hands the day and year above written.

.....
(on behalf of LUANAR)

.....
(The Staff Member to Sign)

Appendix 4b: For Clerical and Technical Staff

VICE CHANCELLOR

Prof. G. Y. Kanyama-Phiri, Dip, BSc, MSc,
PhD

Our Ref/LUA/5/2

Your Ref:



BUNDA COLLEGE CAMPUS

P. O. Box 219, Lilongwe, MALAWI

Tel: (265) 01 277 222/260

Fax: (265) 01 277 364

Email: vc@bunda.luanar.mw

Knowledge Innovation and Excellence

Date.....

(Address)

.....
.....

Dear, (Name of person)

OFFER OF PERMANENT APPOINTMENT

I am pleased to offer you the following appointment with the Lilongwe University of Agriculture and Natural Resources at Bunda College:-

- | | | | |
|----|-----------------------------|---|-------|
| 1. | Post | : | |
| 2. | Scale | : | |
| 3. | Entry Point | : | |
| 4. | Date of Commencement | : | |

You will be employed on probation for not exceeding one year. This means that during your period of probation either you or the University can terminate your employment at one month's notice or by payment of one month's salary in lieu of notice without giving reasons. On satisfactory completion of probationary period, you will be considered for confirmation in this appointment.

Your salary includes an element for the superannuation scheme. There is a 5% monthly deduction of your total salary for superannuation. If you leave before confirmation in your appointment, the total amount deduction will revert to the University.

I enclose the following documents relating to the offer:

1. Staff Regulations and Conditions of Service

2. Staff Record Form

3. Medical Form

If you accept the offer of appointment and agree to abide by Staff Regulations and Conditions of Service, please sign this letter in the space provided below and return the whole letter to this office, retaining the second copy for your own use. The signed letter will then constitute an agreement between you and the University.

Yours faithfully

UNIVERSITY REGISTRAR

Cc: College Finance Officer
Head.....

The University Registrar
Bunda College of Agriculture
P O Box 219
LILONGWE

Dear Sir/Madam

I accept the offer of the above employment with the Lilongwe University of Agriculture and Natural Resources at Bunda College on the conditions stated above. I understand that I shall be employed for a period of probation which may be terminated at one month's notice or by payment of one month's salary in lieu of notice and that thereafter I shall be employed on permanent terms subject to current Staff Regulations and Conditions of Service and satisfactory Medical Examination which are construed as part of the agreement.

Yours faithfully

..... Witness:

Date: Date:

Appendix 5: Medical Examination Form



Knowledge Innovation and Excellence

REPORT OF MEDICAL EXAMINATION OF CANDIDATE FOR PERMANENT OR CONTRACT EMPLOYMENT IN AN ESTABLISHED UNIVERSITY POST

Part I: To be completed by Applicant in the presence of the Medical Examiner

Applicant's name in full

Address

Date of Birth

DECLARATION

I, the undersigned, do hereby certify that I have carefully considered my answers to questions 1-3 below and that, to the best of my knowledge and belief, the information given is complete and correct.

(Date)

(Signature of Applicant).....

1. Have you ever suffered from any of the following?) Give dates for each "yes" answer.)

	Yes [tick]	NO [tick]	Dates
(a) Fits or convulsions or sudden loss of consciousness	—	—
Severe headaches or migraine	—	—
Head injury or "concussion"	—	—
"Nervous breakdown"	—	—
Any other nervous trouble	—	—
(b) Tuberculosis of the lungs ("consumption")	—	—

Spitting of blood	—	—
Bronchitis, pneumonia or pleurisy.. .. .	—	—
Asthma or “hay fever”	—	—
Silicosis	—	—
(c) Heart disease, “weak heart” or strained heart.. .. .	—	—
Fainting attacks or giddiness	—	—
Rheumatism or rheumatic fever	—	—
Pain in the chest, throat or arm while undertaking physical effort	—	—
(d) Stomach or bowel complaints	—	—
Indigestion or peptic ulcer	—	—
Attacks of abdominal pain	—	—
(e) Kidney or bladder trouble.. .. .	—	—
Syphilis or gonorrhoea	—	—
Difficulty or pain in passing urine	—	—
(f) Malaria	—	—
(g) Dysentery	—	—
(h) Enteric (typhoid or paratyphoid fever)	—	—
(i) Bilharzia (schistosomiasis)	—	—
(j) Any eye or ear complaints	—	—
(k) Injury or disease of bones or joints	—	—
(l) Skin diseases	—	—
(m) Varicose veins	—	—
2. Have you ever suffered form any other illness or injury not mentioned above?			

..... — —

..... — —

3. What operations have you had? — —

..... — —

Part II Examination

Height Weight
 (without shoes) (with clothes but without shoes)

Chest measurement:

- (a) on expiration
- (b) on inspiration
- (c) expansion

Physical development

.....

Any Physical abnormalities, defects or deformities

Mental state

.....

Vision: Right eye without glasses With glasses

Left eye without glasses With glasses

(Snellen's standard type at 6.096 metre (20 feet) to be used)

Hearing: Right ear Left ear.....

Speech

Cardiovascular system

Heart: Position of apex beat

Rate.....

.

Sounds

Murmurs

Rhythm

Pulse rate (standing)

Blood pressure: SystolicDiastolic.....

*Exercise tolerance
 *To be tested when considered necessary

Respiratory system

Abdomen.....

ScarsLiver size

Spleen enlargement

Tenderness

Hernia

Genito-urinary system

Kidney enlargement

Urine: Appearance

S.G.

Albumen

Sugar

Deposit

Bilharzial ova

Females:

Menstrual history

Part III: Certificate

1. From your examination and observation do you consider that the applicant is__

(a) in good health and fit for any type of employment anywhere in Malawi?

.....

(b) fit for specified duties only?

Of what nature?

2. Is the applicant free from any mental or physical defect likely to be aggravated or to endanger the life, health or safety of herself/himself or others in the course of her/his employment?.....

3. Would you pass the applicant as first-class life for insurance purpose?.....

(Date)

(Signed)

.....
(Medical Practitioner)

(Address)

.....

.....

(Full name and qualifications of Medical
Practitioner in block letters)

Appendix 6: Staff Record Form



Knowledge Innovation and Excellence

SURNAME.....FORENAMES.....

PERMANENT ADDRESS.....

DATE OF BIRTH.....(d).....(m).....(y).....NATIONALITY.....

COUNTRY OF BIRTH.....

COUNTRY OF DOMICILE.....

PLACE OF BIRTH.....

VILLAGE/TOWN.....T/A.....

DISTRICT.....

MARITAL STATUS.....SPOUSE'S NAME.....

NEXT OF KIN (OTHER THAN SPOUSE) AND ADDRESS.....

.....

CHILDREN:

	DATE OF BIRTH	SEX	FULL NAMES
1.
2.
3.

4.
5.

3. **POST**.....**IN**.....(**SUBJECT**)

1

APPOINTMENT (e.g. permanent, contract, technical assistance etc.):.....

DATE AND LENGTH OF APPOINTMENT.....(d).....(m).....(y).....yrs

4. **QUALIFICATIONS** (delete, if not applicable)

DEGREE	CLASS	AWARDING INSTITUTION	YEAR
.....
.....
.....

5. **OTHER ACADEMIC OR PROFESSIONAL AWARDS** **YEAR**

.....

.....

.....

6. **PREVIOUS APPOINTMENTS** (In chronological order-continue overleaf if necessary)

DATES	EMPLOYER	POST
.....
.....
.....

SIGNATURE.....

DATE.....

Appendix 7: Subsistence Application Form



Knowledge Innovation and Excellence

A. To: The University Registrar

I claim reimbursement for subsistence/hospitality at the rates as shown overleaf in respect of the details shown below. I certify that my expenditure was incurred on university business and that any guest I entertained was either staff member on duty or official visitor to the University. Where expenditure was at hotel, I attach receipts.

DATE	DETAILS	RATE	AMOUNT CLAIMED

.....
Signature of member of staff

.....
Grade

.....
Date

B. Head Of Department:- I Confirm that the trip is/was undertaken with my authority.

Signature

Date

C. University Registrar:- Approved

Date (Signature).....

D. Director of Finance & Investment:-

Payment authorized Date

(Signature):.....

Paid by cheque No.

Date

Received in cash K

Date

12 TEAR OFF ADVICE

ALLOCATION

Head No.....

Details

.....

Sub head No.

Details

.....

Item No.

Details

.....

Entered to cash book folio

Cashiers Signature

.....

CATEGORY OF STAFF	HOTEL, BED & BREAKFAST	FULL SUBSISTENCE PER NIGHT	CLAIMS FOR LUNCH
N – Q	Capital Hotel & Mount Soche	K45,000.00	K13, 500.00
L – M	Lilongwe Hotel & Ryalls Hotel	K36,000.00	K10,800.00
K	Lingadzi Inn & Shire highlands Hotel	K30,000.00	K9,000.00
G – J	Motels	K24,000.00	K7, 200.00
A – F	Rest houses	K18,000.00	K5, 400.00

Appendix 8: Emergency/Education/General Purpose Advance Application Form



Knowledge Innovation and Excellence

EMERGENCY/EDUCATION/ GENERAL PURPOSE ADVANCE (Delete whichever inapplicable)

A I.....Appointment.....request an advance of the salary on the conditions set out overleaf of K.....to meet the following emergency/to meet costs of my education/for general purpose as follows:

.....
.....

My date of appointment to the University was.....and my present annual salary is K..... I agree to repay this advance in.....monthly instalments.

Signature.....Date.....

B TO BE COMPLETED BY DIRECTOR OF FINANCE

Other advances outstanding are:-

<u>Type of Advance</u>	<u>Amount Outstanding</u>	<u>Last Instalment Due</u>
.....
.....
.....

Director of FinanceDate.....

C TO BE COMPLETED BY RESPONSIBLE OFFICER

I recommend/do not recommend an advance of K.....repayable over..... months
for the following reasons:

.....
.....

Responsible Officer.....Date.....

D TO BE COMPLETED BY UNIVERSITY REGISTRAR

I approve/do not approve the recommendation for the following reasons:-

.....
.....University
Registrar.....Date.....

E. TO BE COMPLETED BY THE DIRECTOR OF FINANCE

Paid by voucher No.....Cheque No..... Date.....

Note:

ADVANCES OF SALARY ACADEMIC, ADMINISTRATIVE AND CTS STAFF

Staff Members should note the following conditions when applying for advances of salary:-

1. EMERGENCY ADVANCE

- The Staff Member is able to satisfy the University Registrar that he needs the advance to meet emergency.
- The amount of the advance does not exceed one third of his/her gross monthly salary.
- The Staff Member will agree to repay the advance with interest at the Reserve Bank base rate in not more than four equal monthly instalments beginning in the month following that in which the advance was made.

2. EDUCATION ADVANCE

- The staff member should provide evidence of enrolment

- The amount of the advance does not exceed six times monthly salary.
- The advance will be granted after a previous similar advance is cleared
- The Staff Member will agree to repay the advance with interest at the Reserve Bank base rate in not more than twenty four equal monthly instalments beginning in the month following that in which the advance was made.

3. GENERAL PURPOSE FUND ADVANCE

- The staff member has successfully completed probation period
- The amount of the advance does not exceed six times monthly salary.
- The advance will be granted after a previous similar advance is cleared
- The Staff Member will agree to repay the advance with interest at the Reserve Bank base rate in not more than thirty six equal monthly instalments beginning in the month following that in which the advance was made.

Appendix 9: Motor Vehicle/Cycle Loan Application Form



Knowledge Innovation and Excellence

MOTOR VEHICLE/CYCLE LOAN AGREEMENT (Delete whichever inapplicable)

KNOW all staff by these presents that I, _____

Appointed _____ Salary _____

(hereinafter called "the Borrower") in the Republic of Malawi am held firmly bound to the Council of the Lilongwe University of Agriculture and Natural Resources (hereinafter called "the University") in the sum of _____ Kwacha to be paid to the University, its myself, my heirs, executors, and administrators firmly by these presents sealed with my seal.

Dated this _____ day of _____ in the year of our Lord 20_____.

WHEREAS the Borrower is desirous of obtaining a loan of _____ Kwacha

(Kwacha _____) from the University to enable him to complete the purchase of a motor _____ and whereas the University has this day undertaken with the Borrower to pay to _____ the sum of _____ Kwacha (Kwacha _____)

which together with moneys provided by the Borrower will provide the total purchase price of _____ (Kwacha _____) and whereas consideration of the undertaking and payment aforesaid the Borrower has agreed to enter into this Bond or Obligation with the condition hereunder and to secure the due performance of other the conditions and obligations hereinafter set out and whereas the Borrower is in the full time employment of the University. NOW the condition of this bond is such that if the Borrower does and shall abide by, perform, fulfil, and keep, all and several the obligations herein set out that is to say:-

1. Forthwith to purchase absolutely and to pay the whole of the purchase

2. Price thereon a motor _____, of the following description.

Make _____

Year _____

Reg. No. _____

Engine No. _____

Chassis No. _____

The motor _____ here described, that is to say

3. Not to sell, assign charge, pledge, or otherwise dispose of his property or his other interest in the said motor _____ or suffer anything whereby his property or other, his interest aforesaid shall become vested absolutely or other-wise in any other person, without the previous consent in writing of the University.
4. Not to remove the said motor _____ out of Malawi, without the previous consent in writing of the University.
5. To repay the said loan to the University in _____ equal instalments together with interest at the rate of _____ per cent per annum as calculated by the University and where the University shall have entered into an agreement with a commercial bank or any other financial Institution for the purpose of obtaining financial loan to assist the member of staff to purchase a motor _____ in times when the University is unable for any reason whatsoever to provide funding from its own sources the rate of interest shall be that as charged by such commercial bank or such other financial institution and the first instalment shall be due in the month following the month in which the loan was granted.
6. To take out forthwith upon the purchase of the said motor _____ and to pay all due premiums upon and to maintain in full force and effect at all times until the said

loan and the said interest thereon is fully repaid or otherwise discharged a sufficient policy of insurance with an insurance company approved by the University.

- (a) to cover loss of or damage to the said motor _____ by accidental collision or overturning consequent upon mechanical breakdown or consequent upon wear and tear or by fire internal explosion self-ignition or lighting or by burglary house breaking or theft or by malicious act or whilst in transit by road, rail, inland waterway, lift or elevator.
- (b) containing such further provisions as to third-party insurance or otherwise as may from time to time be required by the law of any country wherein the said motor _____ may at that time be situated and so that the sum assured by such policy of total loss of the said motor _____ shall in no case and at no time be less than the amount then owed by the Borrower to the University in respect of the said loan.

- 7. To maintain the vehicle at all times in sound running order.
- 8. Upon breach of any of the undertakings set out in the numbered paragraphs one, two three, four, five, and six hereof and whether so requested by the University or not, to pay to the University a sum equal to the amount then owed to the University and the interest then due upon the said loan.
- 9. Upon the death of the Borrower or upon his ceasing to be in full-time employment of the University to pay the sum aforesaid forthwith upon a request in writing by the University or other wise to compound for the same to the satisfaction of the University.

THEN this obligation to be void and of no effect otherwise to be and remain in full force and virtue.

SIGNED sealed and delivered by the

Said _____
(Print Name)

(Signature)

in the presence of us

1st Witness _____

Occupation _____

Address _____

2nd Witness _____

Occupation _____

Address _____

Loan Recommended

(Deputy Vice Chancellor)

Date _____ 20 _____

Other Advances Outstanding (To be completed by the Director of Finance)

<u>Type of Advance</u>	<u>Amount Outstanding</u>	<u>Last Instalment Due</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Loan Approved

Payment Approved

University Registrar

Director of Finance

Date: _____ 20 _____

Date: _____ 20 _____

TO : Traffic Commissioner (Examiner of Motor Vehicles)

FROM : **Director of Finance**, Lilongwe University of Agriculture and Natural Resources,
P. O. Box 219, Lilongwe

I should be grateful if you would value the motor vehicle as detailed on the Car Loan Agreement attached against an approved advance by this University of

K_____ to _____

4 _____
DIRECTOR OF FINANCE

DATE _____ 20 _____

EXAMINER OF MOTOR VEHICLE

We certify that the vehicle has been examined and that its value is
K_____.

We regard further expenditure of K_____ essential to render it fully serviceable.

DETAILS OF INSURANCE

13 Name of Insurance Company _____

Address of Insurance Company _____

Cover Note No. _____ covers full Comprehensive Cover for value of K _____ in respect of the car Registration No. _____ as further detailed on page 2 of this agreement. Action has been taken to note the University's interest under a Loan Agreement and also, indemnity to Employer Clause. Payment of a mileage allowance will not be deemed to constitute use for hire or reward. The insurance covers workmen's compensation for fully employed driver employed

by learner driver. The insurance will not be allowed to lapse without prior reference to the Lilongwe University of Agriculture and Natural Resources.

5 **INSURANCE COMPANY AGENT**

DATE:

20_____

Appendix 10: Bicycle Loan Application Form



Knowledge Innovation and Excellence

A. TO BE COMPLETED BY SELLER (In Duplicate)

(An advance can be given for only a new bicycle)

Seller's Name.....

Seller's address.....

.....

Make of the bicycle.....

Frame No..... Colour.....

Price to be paid (exclusive of cost of accessories purchased over and above accessories included in price of bicycle) K.....

Date..... Signature.....

B. TO BE COMPLETED BY THE APPLICANT

Staff Member.....

Appointment.....

Amount of advance over..... Months.

Last Bicycle Advance.....Date.....

Signature of Applicant.....Date.....

C. TO BE COMPLETED BY DIRECTOR OF FINANCE

Other advances outstanding are:-

Type of Advance Instalment Due	Amount Outstanding	Last
.....
.....
.....

Finance Officer..... Date.....

D. TO BE COMPLETED BY THE UNIVERSITY REGISTRAR

I recommend/do not recommend the grant of an advance of K..... for the following reasons.....

.....

Date.....

University Registrar

E. TO BE COMPLETED BY THE FINANCE OFFICER

Paid by voucher No..... Cheque no..... Date.....

AGREEMENT FOR ADVANCE TO PURCHASE A BICYCLE

Agreement made this day of between.....
(hereinafter called the Borrower) and the Lilongwe University of Agriculture and Natural Resources.

It is agreed as follows:-

1. The University agrees to pay the SELLER of the bicycle the sum of K..... provided that the Borrower has paid the balance for the bicycle as applicable.
2. The Borrower agrees:-
 - a. To pay the advance with interest at 7.5% over the period of..... months by deductions from her/his salary.
 - b. Not to sell, assign or in any way dispose of the bicycle without written authority of the University until all monies including interest, have been paid.
3. If the Borrower:

- a. dies, leaves or is dismissed;
- b. disposes of the bicycle illegally;
- c. breaks this agreement in any way;
- d. makes a false application

Then the University shall have authority to deduct the outstanding balance from the monies due to the Borrower.

- 4. If the Borrower is unable to pay the balance in circumstances outlined in section 3, the University shall have power to seize the bicycle.
- 5. This agreement shall be discharged when the Borrower has paid the debt and interest in full.

Witness our hands the day and year written above.

SIGNED BY THE BORROWER.....

In the presence of:

Witness: **Signature**..... **Full name**.....

Address.....

.....

Occupation.....

Appendix 11: Furniture Loan Application Form



Knowledge Innovation and Excellence

(To be completed in triplicate)

A. I _____ appointment
_____ apply to purchase furniture on credit
from _____ (Name of Company selling the furniture).
The full cost of the furniture is _____. My date of appointment with
the University is _____ and my present annual salary is
_____. I agree that if my application is approved, the full
amount as shown above plus interest and any other charges be deducted from my salary in
_____ instalments, and that in the event that my appointment with the
University is terminated before completing payment of this loan, the balance remaining
should be recovered from any terminal benefits that may be due to me.

Date: _____ Applicants' signature: _____

B. TO BE COMPLETED BY THE DIRECTOR OF FINANCE

Type of advance	Amount Outstanding	Last Instalment due
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

I support/do not support this application. The University should/should not make the
undertaking required by the company of the following reasons:

(Reasons to be given in either case.)

DATE:_____ **DIRECTOR OF FINANCE**_____

C. I APPROVE/DO NOT APPROVE this application.

DATE:_____ **UNIVERSITY REGISTRAR:**_____

Appendix 12: Annual Leave Application Form



Knowledge Innovation and Excellence

(to be completed in Triplicate)

A. PERSONAL DETAILS

(i). Name in full

.....

(ii). Designation / Post

.....

(iii). College

.....

(iv). Academic Year

.....

B. LEAVE DETAILS

i. Days due in present year

.....

ii. Days brought forward at request of the University (letter for reference)

.....

iii. Days taken in present year

.....

iv. Days now due { (i)+(ii)-(iii) }

.....

v. Days now applied for

.....

vi. Balance due in present year { (iv) – (v) }

.....

vii. Dates requested from to

D. OTHER INFORMATION.

- i. I wish to request that my leave grant for the academic year be paid to me.
- ii. I wish to request that Salary be paid to me before departure.
- iii. My contact address during this time is
.....
.....

Applicant Signature Date:

E. TO BE COMPLETED BY HEAD OF DEPARTMENT/SECTION.

Application for holiday is supported / not supported. If not supported give reasons.

.....
.....

HEAD OF DEPARTMENT/SECTION DATE

F. Application for Holiday and / or leave grant is approved / not approved

UNIVERSITY REGISTRAR DATE

DISTRIBUTION

- 1. copy applicant
- 1. copy personal file
- 1. Copy Director of Finance

Appendix 13: Study Leave and Bond Form



Knowledge Innovation and Excellence

This Agreement is made on the Day of 20.....

Between..... (hereinafter called “The Employee”)

of one part and the **Council of Lilongwe University of Agriculture and Natural Resources** a body corporate duly established under the provisions of the Lilongwe University of Agriculture and Natural Resources Act (22 of 2011) of the Laws of Malawi and having its principal office at Bunda College Campus (P O Box 219, Lilongwe) in the Republic of Malawi (hereafter called “the University”) of the other part. **Whereas** the Employee at the request of the University and subject to these presents is about to enter upon a course of a study at (herein referred to as the “Institution”).

Definition:

Restricted period means the entire duration of this Agreement and covers the approved period of study leave plus three years after completion of the training.

Now this agreement witnesseth as follows:

1. The University hereby agrees with Employees as follows:

- a) The University will make appropriate arrangements for the Employee to leave the country for his/her place of *approved* study and for his/her return on the completion of his course of study at the institution.
- b) During the Employee’s course of study, the University will pay such sums of money to or on behalf of the Employee as many in the opinion of the University be necessary; and/or pay such allowances for the uptake of the Employee’s dependants during the Employee’s absence on the said course of study, but the University may terminate the payment of either salary or allowance or both if the University shall be of the opinion that the staff member is in breach of any provision of this agreement, but in the event of any decision being taken to terminate any payment made by the University, either salary or allowances, the University shall forthwith notify the Employee at the earliest practical moment.

- c) The approved programme of study for which this Agreement is made shall not be changed by the Employee unless with the written consent of the University Management.
- 2.
- a) The employee shall not at anytime during or before the expiry of the Restricted Period directly or indirectly be employed or engaged in any other business or work of any kind except with the written consent of the University.
 - b) Upon the return of the Employee to Malawi after satisfactorily completing the course of study the Employee will serve the University or such other organisation as may be mutually agreed upon for a further period of not less than three years from the day of his/her return to the University.
 - c) The employee undertakes to diligently apply himself/herself to the said course of study and upon his return during any ensuring period of service with the University or such other organisation as shall be agreed upon to work diligently and to the best of his/her skill, knowledge and understanding.
3. If the employee shall upon his/her return refuse to serve the University as aforesaid or shall terminate his/her services before the three years period has elapsed he/she shall refund to the University the sum of money equivalent to the total sum money spent by the University on the Employee and/or his/her dependants during the period of his/her course of study including such portion of contribution made by the University to the University Superannuation Scheme on the Employee's behalf, and the decision of the of University Council to the amount due from the Employee to the University under this clause shall be final. The university reserves all its legal rights against the employee in respect of recovery of the aforesaid expenses.
4. In the event of:-
- a) the institution reporting in writing to the University that the Employee is not applying himself/herself with the diligence to his/her studies, or
 - b) the Employee misbehaving whilst under the said course of study, or
 - c) the Employee abandoning the course before the official date of completion, he/she shall return immediately to Malawi and the University may require his/her, if necessary, to fulfil his/her obligations under this agreement as though he/she had completed the course of study, and the decision by the Vice-Chancellor of the University as to what conduct amounts to misbehaviour under clause 4(b) shall be final.

5. In the event of the Employee failing to return to Malawi at the end of the said course of study or when instructed to do so by the University he/she shall immediately refund to the University any payments made by the university under this agreement This university reserves all its legal rights against the employee in respect of recovery of the aforesaid expenses.
6. If the Employee shall become ill during the period of the course of study to such an extent as to preclude him/her from finishing the course of study the University shall upon receipt by the medical certificate accept that the study leave be terminated. If such illness is due to Employee's neglect of normal hygiene or to any excesses affecting his/her health the Employee may, on his/her return, be subjected to disciplinary action.

In witness whereof the said has set his/her hand and seal and the University has caused its Common Seal to be hereunto affixed the day and year first above written.

Signed Sealed and Delivered by the)
Said)

in the presence of)
Witness:

Address:

Occupation:

The Common **Seal of the Council of the**)
Lilongwe University of Agriculture and Natural Resources was hereunto)
Affixed in the presence of:

.....
.....

Appendix 14: Study Leave/Sabbatical Leave/Leave of Absence Application Form



Knowledge Innovation and Excellence

Study Leave and Sabbatical Leave for non-domiciled Staff should, as far as possible, be taken to coincide with long vacation when travel costs are expected to be paid by the University.

SECTION A: To be completed by the Candidate

1. Full name and Title

2. a. Length of Staff Member's service in the University and
b. When the last leave/sabbatical leave was taken (including stud leave)

3. Proposed period of leave/sabbatical; give exact dates, and place where it will be taken (including study leave)

4. Department and area of specialization (in case of sabbatical/study leave and leave of Absence).

-
5. The nature of the study proposed and its relevance to the Staff Member's work in this University (Please attach a proposal to this application form in case of sabbatical leave).

6. Remuneration to be received during the Leave (note that the University requires that you should provide proof of the remuneration package if any).

7. I undertake to return to work for the University after any Leave. Should I fail to return, I will reimburse the University all finances provided during this period.

Signature:_____ Date:_____

SECTION B: to be completed by Head of Department/Section

8. A statement from the Head of Department/Section supporting or not supporting the application:

9. If the Head of Department/Section supports the application, description of how the Staff Member's responsibilities are going to be covered during his absence (these must be firm, unspeculative arrangements):

Signature:_____Date:_____

SECTION C: Dean's Comments:

Signature:_____Date:_____

SECTION E: to be completed by University Registrar

I certify that the Staff Member is entitled/not entitled to leave at the _____ time specified
in the application.

Signature:_____Date:_____

SECTION D: Vice Chancellor's Comments:

I approve/do not approve the application for leave.

Signature:_____Date:_____

Appendix 15: Uniforms Provisions and Protective Clothing Entitlement



Knowledge Innovation and Excellence

This applies to Staff Members whose jobs require uniforms and shall be provided as required by the regulating bodies of such jobs or professions.

DISPENSARY

Nurses

- White dress or white skirt and blouses (to be issued with two pairs initially then one yearly)
- Epaulettes
- Head cap
- Black/ brown covered short heel shoes (to be issued with two pairs initially then one yearly)
- Nurses' badges

Clinical Officers/ Medical laboratory technicians

- White coats (to be issued with two pairs initially then one yearly)

Patient attendants/ hospital attendants

- Khaki trousers (to be issued with two pairs initially then one yearly)
- Khaki shirts (to be issued with two pairs initially then one yearly)
- Gum boots (one initially and replaced when need arises)

Protective supplies and appliances for the Clinic

- Surgical and Examination gloves
- Aprons
- Heavy duty gloves
- Gum boots
- Face masks
- Safety boxes

These should be supplied as needed.

SECURITY GUARDS

- One pair of security boots
- Rain coat

- Two tunics
 - Two long trousers
 - Two shirts
- To be replaced as needed

LABORATORY STAFF

- One coat
- Gum boots
- Gloves
- Face masks
- Goggles/ face screens

Each laboratory to have adequate coats for lectures who usually use the laboratories for laboratory sessions

MECHANICS

- Two overalls
- Leather boots
- Heavy duty gloves
- Goggles/ face screens

STORES ATTENDANTS

- White coats

Provide one initially and replace as need arises

FUEL ATTENDANTS

- Heavy duty boots
- Work suits
- Dust coats

To be replaced as needed

MAINTENANCE SECTION

- Overalls/ work suits , heavy duty long sleeve gloves, face masks, gumboots for plumbers and garbage collectors
- Overall/ work suits/ leather boots for carpenters
- Crush helmets for those working in construction sites

DRIVERS

- Navy blue suits with lining
- Black covered shoes
- Caps for chauffer

To be issued with two initially then replaced as needed

PORTERS LODGE

- Grey Suits with lining

To be issued with two initially then replaced as needed

Appendix 16: Superannuation and Gratuity Benefits Scheme

Refer to Trust Deed and Rules from National Insurance Company (NICO)

Appendix 17: Superannuation and Gratuity Premium Rates.

	Rate (%)
Employee Pension Scheme Contribution	5.00
Employer contribution	
a. Pension Scheme;	
- Employer Contribution	10.00
- Administrative charges	0.61
- Brokerage charges	0.46
b. Group Insurance – Employer Contribution	6.94
c. Gratuity Scheme;	
- Employer Contribution	6.82
- Administrative charges	0.50
- Brokerage charges	0.37
<i>Total employer contribution</i>	25.70
Total employer and employee contribution	30.70

Appendix 18: Medical Scheme

Refer to UNIMA Rules and Regulations

Appendix 19: Consultancy and Research Policy

1. The Primary beneficiaries of contract research and consultancy projects should be the hosting department(s) or section (s), and the projects implementing staff, as such sharing of proceeds, including affiliation fees, from projects to several sections of the administrative and accounting costs.
2. Contracted research and consultancy projects should be costed on full cost recovery, as such staff cost should be included in the costing for charged in consultancies. In Research contracts where the funding agency is unable to fund the staff cost, the same shall be regarded and shown as University contribution in the project budget. The cost of necessary library books and periodicals should be included as part of the project's main budget.
3. At least 10% of the total research or consult cost should be allocated for college overheads to cover the cost of utilities and office upkeep. The full overhead amount from consultancies will be paid to the college. For contracted research projects where staff cost is not funded, the 10% overhead allocation will be paid as follows: 1% will go to the project implementing staff, 2% will go to the college; and 7% will go to the department(S) or section(S) hosting the project. Where staff cost is funded, the 1% allocation will go to the department(s) or section(s). These allocation percentages will be increased on a pro-rata basis in cases where the overheads allocation is more than 10%.
4. Professional fees consultancies, or payment for staff cost from contracted research projects where the funding agency funds the same should be paid as follows: 30% will go to the department(s) or section(s) hosting the project; and 70% will go to the project implementing staff. The generous payment proportion is intended to motivate staff and also recognizes the fact that the University will benefit from equipment, vehicles plus the 10% overhead payment that the projects will provide. For research contracts and consultancies that are contracted by staff on individual basis, an overhead cost of 20% shall be paid, with 4% of the amount going to the college, while the department(s) or section(s) should get 16%.
5. The payments received from contracted research and consultancies by the hosting department(s) or section(s) should be allocated for staff conferences and workshops, staff and student basic research and publications, staff training and development, and for procurement of equipment.
6. The University will provide a matching budgetary allocation to 15% of the amounts generated by the hosting department(s) or section(s) through overheads from contract

research and consultancies as an incentive designed to encourage staff to undertake more research and consultancies.

7. The project implementing staff should determine their own formulas for disbursing their portion of professional fees or staff cost. Disbursement to individuals made through and by the University will follow normal income tax regulations.

Appendix 20: Job Placements for Staff

Appendix 20a: For Clerical and Technical Staff

CLASSES

1. CLERICAL CLASS

<u>Messengerial</u>	<u>Scale</u>	<u>Qualification for Direct Entry</u>
Messenger I	D	Malawi School Certificate of Education (MSCE) plus 3 years experience.
Messenger II	C	Junior Certificate of Education. (JCE)
<u>Porter</u>		
Porter I	D	Malawi School Certificate of Education (MSCE) plus 3 years experience.
Porter II	C	Junior Certificate of Education. (JCE)
<u>Receptionist</u>		
Receptionist I	D	Malawi School Certificate of Education (MSCE) plus 3 years experience.
Receptionist II	C	Junior Certificate of Education. (JCE)

Note: In Clerical Class, promotions may be considered up to scale G.

2. EXECUTIVE OFFICER CLASS

Chief Executive Officer I	K	University Degree
Chief Executive Officer II	H	University Diploma in Public Administration/Business, Administration/Education or either equivalent with relevant experience of not less than 5 years
Senior Executive Officer	G	University Diploma or its equivalent plus relevant administrative experience of at least 3 years.
Executive Officer	F	University Diploma or its equivalent.

Senior Clerical Officer	E	Malawi School Certificate of Education or its equivalent with relevant 3 years experience.
Clerical Officer	D	Malawi School Certificate of Education or its equivalent.

Note: In Executive Officer Class, MSCE holders may be considered promotion up to scale G.

3. SECRETARIAL CLASS

Personal Assistant	H	Diploma in Secretarial Management, plus 5 years experience and Malawi School Certificate plus Shorthand 120 w.p.m Typing 50 w.p.m (Advanced), office Practice/Etiquette, English for Business Communication, Book Keeping, Commerce and must have done Computer courses for secretaries plus experience in responsible positions as Secretary for not less than 5 years.
Secretary I	G	Diploma in Secretarial Management, plus 3 years experience and Malawi School Certificate plus Shorthand 120 w.p.m Typing 50 w.p.m (Advanced), office Practice/Etiquette, English for Business Communication, Book Keeping, Commerce and must have done Computer courses for secretaries plus experience of not less than 5 years.
Secretary II	F	Diploma in Secretarial Management, Or Malawi School Certificate plus Shorthand 120 w.p.m Typing 50 w.p.m (Advanced), office Practice/Etiquette, English for Business Communication, Book Keeping, Commerce and must have done Computer courses for secretaries plus experience of at least 2 years.
Secretary III	E	Diploma in Secretarial Management, Or Malawi School Certificate plus Shorthand 120 w.p.m Typing 50 w.p.m (Advanced), office Practice/Etiquette, English for Business Communication, Book Keeping, Commerce and must have done Computer courses for secretaries. No experience.

Note: In Secretarial Class, those without Diploma may be considered for promotion up to scale G.

4. ACCOUNTING CLASS

Accountant I	K	University Degree in Accountancy
Accountant II	H	University Diploma in Business Studies or Advanced Accounting Technician Diploma (AAT)/PAEC Diploma or ACCA Professional Stage or equivalent plus 5 years relevant experience.
Assistant Accountant	G	University Diploma in Business Studies or Advanced Accounting Technician Diploma (AAT)/PAEC Diploma or ACCA Professional Stage with 3 years experience.
Senior Accounts Assistant	F	University Diploma in Business Studies or Malawi School Certificate of Education with Certificate in Accounting plus 5 years relevant experience.
Accounts Assistant I	E	Malawi School Certificate of Education with Certificate in Accounting plus 3 years experience.
Accounts Assistant	Mid D	Malawi School Certificate of Education and Certificate in Accounting.

Note: In accounting class, MSCE with Certificate in accounting holders may be considered for promotion up to scale G.

5. STORES CLASS

Chief Stores Officer	H	University Diploma in Business Studies or Chartered Institute of Purchasing and supply (CIIPS) Diploma plus 5 years relevant experience.
Senior Stores Officer	G	University Diploma in Business Studies or Chartered Institute of Purchasing and supply Diploma plus 3 years relevant experience.
Stores Officer	F	University Diploma in Stores & Purchasing from Chartered Institute of Purchasing and supply Diploma.
Senior Storekeeper	E	Malawi School Certificate of Education

plus second Certificate in Stores Supervision of the Chartered Institute of Purchasing and supply.

Storekeeper	Mid D	Malawi School Certificate of Education plus first Certificate of the Chartered Institute of Purchasing and supply.
Stores Attendant	A-C	Junior Certificate of Education Unclassified). plus second Certificate in Stores Supervision of the Chartered Institute of Purchasing and supply Diploma.

Note: In Stores Class, MSCE holders may be considered for promotion up to scale G.

6. PROCUREMENT CLASS

Chief Procurement Assistant	H	University Diploma in Procurement Studies or Chartered Institute of Purchasing and supply (CIIPS) Diploma plus 5 years relevant experience.
Senior Procurement Assistant	G	University Diploma in Procurement Studies or Chartered Institute of Purchasing and supply Diploma plus 3 years relevant experience.
Procurement Assistant	F	University Diploma in Procurement Studies or Chartered Institute of Purchasing and supply Diploma.

7. MAINTENANCE CLASS

Chief Works Supervisor	H	University Diploma in Civil Engineering or its equivalent with not less than 3 years experience involving works or Advanced City & Gilds of London Institute with not less than 7 years of building site experience.
Senior Works Supervisor	G	University Diploma or its equivalent with a bias in Building or Civil Engineering with not less than 5 years experience.
Works Supervisor	F	Diploma or City & Guilds Advanced Craft Certificate Technician Diploma.
Tradesman I	E	Malawi School Certificate of Education plus City & Guilds Craft Certificate Plus Ministry of Labour Trade Test Grade I plus 5 years

Tradesman II

Mid D Malawi School Certificate of Education
Plus Ministry of Labour Trade Test Grade I.

Note: In Maintenance Class, MSCE holders may be considered for promotion up to scale G.

8. TECHNICAL CLASS

a)		<u>Bindery</u>	
Chief Book Binding & Printing Technician			H
	Diploma in Printing or its equivalent with not less than 5 years experience at Senior Book Binder Level.		
Senior Book Binding & Printing Technician	G	Diploma in Printing with 3 years Experience as a Book Binder.	
Chief Book Binding & Printing Technician			F
	Diploma in Printing or Malawi School Certificate of Education with Guilds Part I plus 3 years experience as Book Binding Technician.		
Book Binder & Printer I	E	Malawi School Certificate of Education with Technician certificate plus 5 years.	
Book Binder & Printer II	Mid D	Malawi School Certificate of Education with Ministry of Labour Trade Test Grade	

Note: Book Binders, MSCE holders may be considered for promotion up to scale G.

b)		<u>Laboratory Technician</u>	
Chief Laboratory Technician	H	Relevant University Degree or University Diploma or its equivalent plus 5 years experience.	
Senior Laboratory Technician	G	Relevant University Diploma or its equivalent plus 3 years experience.	
Laboratory Technician	F	Relevant University Diploma or its equivalent.	
Senior Laboratory Assistant	E	Malawi School Certificate of Education with Laboratory Technology Certificate or its equivalent plus 3 years experience.	
Laboratory Assistant	Mid D	Malawi School Certificate of Education with Laboratory Technology Certificate	

Note: In this category, MSCE holders may be considered for promotion up to scale G.

c)

Research Technician

Chief Research Technician	H	Relevant University Degree or University Diploma or its equivalent plus 5 years experience.
Senior Research Technician	G	Relevant University Diploma or its equivalent plus 3 years experience.
Research Technician	F	Relevant University Diploma and its Equivalent.
Senior Research Assistant	E	Malawi School Certificate of Education Plus Certificate with 3 years experience.
Research Assistant	Mid D	Malawi School Certificate of Education Or its equivalent Certificate.

Note: In this category, MSCE holders may be considered for promotion up to scale G.

d)

Medical Laboratory Technician

Chief Med Laboratory Technician	H	Relevant University Degree or University Diploma or its equivalent plus 5 years experience.
Senior Med Laboratory Technician	G	University Diploma or its equivalent plus 3 years experience.
Medical Laboratory Technician	F	University Diploma or its equivalent.
Senior Med Laboratory Assistant	E	Malawi School Certificate of Education with Medical Laboratory Technology Certificate or its equivalent plus 3 years experience.
Med Laboratory Assistant	Mid D	Malawi School Certificate of Education or its equivalent plus relevant Certificate.

Note: In this category, MSCE holders may be considered for promotion up to scale G.

9. ENGINEERING CLASS

Chief Engineering Technician I	K	University Degree
Chief Engineering Technician II	H	University Diploma or its equivalent, registered with Board of Engineers plus 5 years experience.
Senior Engineering Technician	G	University Diploma or Technician Diploma or Advanced Crafts Certificate plus 3 years experience and registered with Board of Engineers.
Engineering Technician	F	Technician Diploma or Advanced Crafts Certificate or Grade I Trade test Certificate plus 3 years experience.
Craftsman I	E	Malawi School Certificate of Education with Grade I Trade Test Certificate or its equivalent plus 2 years experience.
Craftsman II	Mid D	Malawi School Certificate of Education with Grade II Trade Test Certificate plus 3 years experience or Crafts Certificate.

Note: In this category, MSCE holders may be considered for promotion up to scale G.

10. **CLINICAL CLASS**

Chief Nursing Officer/Chief Clinical Officer I	K	University Degree in Nursing/Health Science
Chief Nursing Officer/Chief Clinical Officer II	H	University Diploma in Clinical Medicine /Nursing or its equivalent with 5 years relevant experience.
Senior Nurse Officer/Senior Clinical Officer	G	University Diploma in Nursing or Diploma in Clinical Medicine or its equivalent with 3 years relevant experience.
Clinical Officer/Nursing Officer	F	University Diploma in Nursing/Clinical Medicine or its equivalent.
Nursing Technician /Medical Assistant	E	Malawi School Certificate of Education plus Nursing Technician Certificate or Medical Assistant' Certificate or Medical

Assistant' Certificate with 3 years relevant experience.

Note: In this category, MSCE holders may be considered for promotion up to scale G.

11. **CATERING CLASS**

Catering Manager/Manageress	H	Diploma in Hotel Management (or its equivalent) plus 5 years experience.
Assistant Catering Manager/Manageress	G	Diploma in Hotel Management (or its equivalent) plus 5 years experience.
Head Cook/Chef	F	Diploma in Hotel Management or MSCE plus Certificate in Catering or Food Production with 5 years relevant experience.
Cook	E	MSCE plus Certificate in Food Production/Beverage service.
Assistant Cook	Mid D	Diploma in Hotel Management (or its equivalent) plus 5 years experience.
Kitchen Assistant	A-C	Junior Certificate of Education. (Unclassified)

Note: In this category, MSCE holders may be considered for promotion up to scale G.

11. **DOMESTIC CLASS**

Hostel Supervisor	F	MSCE plus certificate in institutional Management (or its equivalent) with 5 years experience.
Senior Housekeeper	E	MSCE plus certificate in Home Management with 3 years experience.
Housekeeper/Head Cleaner	D	Malawi School Certificate of Education.
Cleaner	A-C	Junior Certificate of Education. (Unclassified)

Note: In this category, MSCE holders may be considered for promotion up to scale G.

12. DRIVER CLASS

Driver I	F	Malawi School Certificate of Education, PSV Driving License plus 10 years experience and with Defensive Driving Certificate.
Driver II	E	Malawi School Certificate of Education, PSV Driving License plus 5 years experience and with Defensive Driving Certificate.
Driver III	Mid D	Malawi School Certificate of Education, PSV Driving License plus Defensive Driving Certificate.

In addition:

- ❖ Drivers are required to have a clean current driving license appropriate to the class of vehicle to be driven (the license being checked with the Roads Traffic Commissioner).
- ❖ Drivers must go for eye test every year.
- ❖ **Note:** In this category, MSCE holders may be considered for promotion up to scale G.

13. LIBRARY CLASS

Chief Library Assistant	H	University Diploma in Library Studies plus 5 years experience.
Senior Library Assistant I	G	University Diploma in Library Studies plus 3 years experience.
Senior Library Assistant II	F	University Diploma in Library Studies Or Malawi Certificate of Education plus MALA Certificate/City and Guilds Library Technicians Certificate plus 5 years experience.
Library Assistant I	Mid E	Malawi Certificate of Education plus MALA Certificate/City and Guilds Library Technicians Certificate plus 3 years experience.
Library Assistant II	Mid D	Malawi Certificate of Education plus MALA Certificate.

- ❖ **Note:** In this category, MSCE holders may be considered for promotion up to scale G.

14. INFORMATION TECHNOLOGY (IT) CLASS

Chief ICT Technician	H	University Diploma in information and Communication Technology or its equivalent plus 5 years experience.
Senior ICT Technician	G	University Diploma in information and Communication Technology or its equivalent plus 3 years experience.
ICT Technician	F	University Diploma in information and Communication Technology or MSCE or its equivalent plus 5 years experience.
Data Entry Clerk I	E	Malawi School Certificate of Education plus ICT Certificate with 3 years experience.
Data Entry Clerk II	Mid D	Malawi School Certificate of Education plus ICT Certificate.

❖ promotion up to scale G.

Note: In this category, Data Entry Clerks may be considered for

15. SECURITY CLASS

Chief Security Officer	H	Malawi School Certificate of Education plus 7 years experience as a Commissioned Officer of which 5 years are at rank of Major or equivalent.
Senior Security Officer	G	Malawi School Certificate of Education plus 5 years experience as a Commissioned Officer of which 5 years are at rank of Major or equivalent
Security Officer	F	Malawi School Certificate of Education plus 2 years experience as a Commissioned Officer.
Security Officer	E	Malawi School Certificate of Education plus 2 years experience as a high-ranking uncommissioned Officer level.

Security Officer I

Mid D Malawi School Certificate of Education
plus 2 years experience.

Security Officer II

C Junior Certificate plus 2 years
experience (Unclassified).

- ❖ considered for promotion up to scale G.
- ❖ sought.

Note: In this category, a Security Guard with MSCE may be
When an appointment is being made, Police clearance is to be

Appendix 20b: For all other Staff

1. ON JOINING THE UNIVERSITY SERVICE

- (a) There shall be three factors in the assessment of an entry point.
 - i. Academic qualifications
 - ii. Experience and professional qualifications
 - iii. Market value and other considerations.
- (b) Experience and professional qualifications shall be given increments in (a) above as follows:
 - (i) Each year of University teaching: 1 increment.
 - (ii) Two years of teaching in institutions other than the University: 1 increment.
 - (iii) Postgraduate professional certificate/Diploma if relevant: 1 increment for each year of study.

- (iv) Each year of full-time postgraduate research not leading to a degree: 1 increment.
- (v) Each year of relevant professional experience: 1 increment
- (iv) For Staff Associates every 3 years of relevant post qualification experience: 1 increment.
- (viii) For Administrators each year of relevant experience: 1 increment
- (c) Having by paragraphs (b) above reached a point in the salary scale, it is then for the Appointments Committee to decide whether this is appropriate to the candidate, taking into account such matters as market value (including her/his existing or most recent salary) or any outstanding attribute or work which would justify her/his being paid differently from her/his colleagues with similar qualifications and experience.
- (d) Incremental credit is not given twice for the same item. For example, where a candidate obtains a qualification late in life because he/she has been working and her/his experience is taken into account, such a candidate cannot at the same time be granted increments for age.
- (e) Where the basic entry point as set out in (a) is on the Assistant Lecturer Scale, and further increments for qualifications and experience are added, only two increments should be counted on this scale.
- (f) Increments for experience are granted on a cumulative basis only up to the Lecturer Scale.

2. **STAFF ALREADY IN SERVICE**

- (a) Those already in service performing in an outstanding way are rewarded either by adjustment of salary or promotion, as set out in the criteria for promotion document.
- (b) Because annual increments must be awarded for satisfactory performance of duty, they cannot be earned by Staff Members who are undergoing a programme of full-time study. However, on return to the University after the successful completion of the programme of study, staff shall be placed at an entry point in the salary scales for the qualification obtained. If the salary he/she is already enjoying is on, or above the entry point, then the award of increments shall be as follows:
 - i. a Postgraduate Diploma – 1 notch provided the Staff Member does not cross the bar
 - ii. a Master's Degree – 2 notches provided the Staff Member does not cross the bar
 - iii. a Dphil, or Ph.D. – 3 notches - provided the Staff Member does not cross the bar

Note: Where the award of increments would result in Staff Member crossing the bar, merits shall be awarded up to the bar

Appendix 21: Job Descriptions and Persons Specifications

To be done

Appendix 22: Categories of Staff Eligible for Duty Allowance

1. Clerical Class

Messenger
Porter
Receptionist/Telephone Operator

2. Executive Officer Class

Transport Officer
Catering Manager

3. Accounting Assistant

Accounts Assistant (Cashier)

4. Stores Class

Store Keeper

5. Maintenance Class

Chief Works Supervisor/Works Supervisor
Carpenter

Electrician
Plumber
Cleaner

6. Technical Class

Medical Laboratory Technician
Livestock Attendant

7. Clinical Class

All Clinical/Nursing staff

8. Domestic Class

Hostel Supervisor
House Keeper

9. Driver Class

Drivers

10. Library Class

Library Assistant

11. Information Technology Class

Data Entry Clerk

12. Security Class

Security Officer
Security Guard

Appendix 23: Eligibility and Level of Assistance for Funerals

All Staff Members on full time tenure and contract upon death are eligible for funeral assistance as follows:

CATEGORY	COFFIN	ASSISTANCE	WREATHS	Type of transport (applies when
M scale, Prof, Associate Prof Admin 3 and above	Up to MK 200, 000	MK 50,000	Maximum of 3 wreaths for employer	A vehicle for the remains and A vehicle to carry relatives
Lecturer/Senior Lecturer Admin 6-4	Up to MK 150,000	MK37,500	Maximum of 2 wreaths for the employer	A vehicle for the remains and A vehicle to carry

				relatives
Assistant Lecturer/Admin 8-7 CTS H-J	Up to MK 100, 000	MK25, 000	Maximum of 2 wreaths for the employer	A vehicle for the remains and A vehicle to carry relatives
CTS scales A-G	Up to MK 75,000	MK18,750	Maximum of 2 wreaths for the employer	One vehicle to carry the remains and family members

The spouse and children of staff member upon death are eligible for funeral assistance as follows:

CATEGORY	ASSISTANCE	Transport provision
Spouse & Children of M scale Prof-Associate Prof Admin. 3	MK 25,000	Vehicle for the remains
Spouse & Children of Lecturer/Senior Lecturer Admin 6-4	MK 18,750	Vehicle for the remains
Spouse & Children Of Assistant Lecturer/Admin 8-7 CTS H-J	MK 12, 500	Vehicle to carry the remains
CTS scales A-G	MK 10, 000	Vehicle to carry the remains

Death of staff abroad on duty or study leave.

This section only applies to the Staff Member.

- The University shall make the necessary arrangements to ensure that the remains of the staff member be brought to Malawi or to the home country if the deceased is an expatriate.

- b. All arrangements shall be made in consultation with the deceased relatives.

All other local arrangements and support shall be provided as outlined in the above table

Appendix 24: Special conditions for University Farm Employees

(To be done)

Appendix 25: Conditions for Occupancy of Institutional Houses

The University leases its houses to staff members on the following terms:

The Staff member agrees:

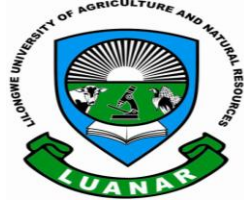
- (a) TO PAY the rental through monthly deductions from their salary.
- (b) TO pay electricity, telephone (if available), water and other charges directly incurred by the staff member while occupying University house.
- (c) NOT TO make or permit to be made any alterations in or additions to the premises or cut maim or injure or suffer to be cut maimed or injured any walls or timber or vegetation thereof.
- (d) TO KEEP the interior of the house and all additions thereto including fixtures therein and the walls grains and other pipes and the sanitary and water apparatus and all other appurtenances in good and substantial repair and condition.
- (e) NOT TO assign, transfer, sublet, mortgage, charge or part with the possession of the premises hereby let or any part or parts thereof.
- (f) TO PERMIT the university/College Management or its representatives, its appointed Surveyors and Agents at all reasonable times to enter upon the premises hereby let to view the condition of the premises.
- (g) NOT TO do or suffer to be done upon the premises hereby let anything which may be or become a nuisance damage annoyance or disturbance to the University or other neighbouring occupiers;
- (h) NOT TO bring, sell or store any inflammable or combustible substance or material or salt in the premises hereby let or any part or parts thereof or to use or permit the premises hereby let to be used for any illegal or improper purpose or for any purpose other than as dwelling house.
- (i) TO KEEP the premises including all blinds, windows, shutters, shelves, doors, locks fastenings and other fixtures fittings and conveniences belonging to the house in good and substantial repair and condition.
- (j) DURING THE calendar month immediately preceding the termination of the lease agreement to permit intending tenants and others with written authority from the university or its agent at reasonable time of the day to view the premises hereby let;

- (k) DURING THE last month of the term hereby created to paint all such internal parts of the premises hereby let in a good and workmanlike manner with two coats at least of good paint and to stain varnish distemper and colour such internal parts of the premises hereby let as have been previously so treated.

The University shall:

- (a) PAY all City Rates imposed or charged on the premises hereby let.
- (b) TO pay excess water rates due to circumstances outside the control of the occupant such as underground leakages.
- (c) KEEP the exterior of the premises hereby let including the roof and main walls and timbers thereof in good repair and conditions.
- (d) DETERMINE the period the staff member shall occupy the house.

BC/5/9



Knowledge Innovation and Excellence

TO: The Secretary, CTS Housing Committee

FROM: _____

DATE: _____

1. Name of Applicant _____

2. Post _____

3. Salary per month _____

4. Length of service in the university _____ years

5. Educational qualifications: (indicate the highest education level or qualification attended including professional qualifications)

6. Marital Status _____

7. No. of children _____

8. House applied for _____

9. What is your present house _____

10. Reasons for applying for a house

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Salary	Qualifications	Service	No of children	Total

- a.
- b.
- c.
- d.

(Weight in the form of points will be given depending upon your reasons).

NOTE: The College Housing Committee reserves the right to allocate those houses which will fall vacant following allocations. These houses will be allocated to those who lose on their first choices to applications with higher points.

Appendix 26: HIV & AIDS Workplace Policy

PREAMBLE

HIV/AIDS has become a major worldwide epidemic. By the end of 2001, it was estimated that 37 million adults and 3 million children under the age of 15 were living with HIV/AIDS. About 25 million people had died of AIDS, leaving 14 million orphaned children. Sub-Saharan Africa is the region most affected by HIV/AIDS. By the end of 2001 more than 28.5 million people were infected, representing 70% of the total number of HIV infected persons. More than 80% of HIV infected women and 90% of orphaned children were living in Sub-Saharan Africa. Here, more than half of new infections occur in young people 15 to 24 years of age; teenage girls are five to six times more likely to be infected than boys of similar age. Malawi, like its neighbours in the Sub-Saharan Africa region, has been severely affected by the HIV/AIDS epidemic.

Since the first case of HIV/AIDS was identified in May, 1985 epidemiological data has continued to show a rapidly escalating epidemic. By the end of 2001, the National HIV sero-prevalence was estimated at 10.6%, translating to about 800,000 people living with HIV/AIDS, 60% being women. About 300,000 adults and children are estimated to have died of AIDS or AIDS related diseases. The greatest impact in the public sector has been in education, agriculture and health. The poverty status of many homes has been worsened by large numbers of orphaned children. Earlier efforts to respond to the HIV/AIDS epidemic in Malawi were strengthened by the formulation of the HIV/AIDS National Strategic Framework (NSF). The framework calls for an expanded multi-sectoral response to HIV/AIDS/STIs, including the provision of Voluntary HIV Counselling and Testing (HTC), Prevention of Mother-to-Child Transmission (PMTCT), treatment of opportunistic infections (OIs) and Antiretroviral Therapy (ARVs).

In general, there is no current accurate data on HIV/AIDS status in the University. However, in keeping with the national trends for HIV/AIDS, records show increasing number of deaths amongst Academic, Administrative (A&A) and Clerical, Technical and Support (CTS) staff in all the constituent colleges / stations of the University. These deaths have affected teaching programmes, the financial situation and productivity of the University. Observations also show that graduates from the colleges die within a few years after completing their study programmes. Among students, the last HIV sero-prevalence in 1992 showed that 2% of male students and between 4 and 7% of female students entering the University for the first time were HIV positive.

The University needs to adopt a proactive approach to matters of HIV/AIDS as they relate to staff and students. The University further needs to take a leading role in the national response to HIV/AIDS through its core business of teaching, research and management. In addition, there is need to undertake outreach services to the communities surrounding the constituent colleges.

This policy document will guide the University to respond to the HIV/AIDS epidemic, effectively and efficiently.

GOAL AND OBJECTIVES

The goal of the policy is to guide the University to effectively respond and contribute to the national response to the HIV/AIDS epidemic by formulating programmes for the management of HIV/AIDS in the University and the local communities.

The specific objectives are to:

- Provide HIV/AIDS related information and education to University students and staff and the local communities.
- Promote compassion and a supportive environment within the LUANAR that reduces stigma and discrimination against people living with HIV/AIDS.
- Facilitate the provision of youth-friendly Voluntary HIV Counselling and Testing (HTC) and STI management services.
- Facilitate the provision of services that prolong the lives of staff and students living with HIV/AIDS, including prompt management of OIs.
- Promote and facilitate research on HIV/AIDS in the LUANAR.
- Facilitate the mainstreaming of HIV/AIDS into all University programmes and curricula.
- Strengthen collaboration with donors and other local and international agencies.
- Facilitate the sourcing and provision of adequate resources for HIV/AIDS activities within the LUANAR.
- Promote the spirit of non-remunerated voluntary blood donation within the University community in order to assist those in need of transfusion services.
- Facilitate the establishment of a functional and sustainable University wide HIV/AIDS coordinating unit (UACU).

GUIDING PRINCIPLES

The University HIV/AIDS Policy shall be guided by and be based on the following principles:

1. Promotion and protection of human rights

- The dignity and human rights of all staff and students shall be promoted, protected and respected, irrespective of their HIV status, in keeping with the constitution of Malawi, International Human Rights instruments and other relevant statutes.

2. Non-discrimination and de-stigmatization

- People living with HIV/AIDS, their families and partners shall not suffer from any form of discrimination.
- Stigmatization against any person on the basis of real or perceived HIV status shall be discouraged. Protection shall be provided against such stigmatization.

3. Confidentiality

- All information concerning the HIV status of staff and students shall be kept in strict confidentiality.

4. HIV/AIDS interventions

- Interventions shall be guided by evidence-based “best practices”.

5. Multi-sectoral involvement

- All sectors of the University shall be involved in the education, prevention, protection and fight against HIV/AIDS.

6. Gender equality and equity

- Equality and equity between men and women, boys and girls shall be promoted among staff and students of the University.

7. Outreach

- Recognition shall be taken of the fact that the University is part of the wider Malawi community.

8. Conformity to the National HIV/AIDS policy

- This policy shall comply with the National HIV/AIDS policy.

POLICY STATEMENTS

1. Commitment

- a. The University is committed to addressing HIV/AIDS in a positive, supportive and non-discriminatory manner by providing leadership and resources for interventions within the University and the local communities.
- b. The University shall establish a University-wide HIV/AIDS coordinating unit (UACU) and ensure its functioning and sustainability.
- c. The office of the Deputy Vice Chancellor shall be responsible for the coordination of HIV/AIDS activities in the University.

2. Confidentiality

- a. The University shall ensure that information regarding the HIV/AIDS status of all staff and students will be kept in a confidential manner.
- b. Information on the HIV/AIDS status of an individual staff or student shall not be released to third parties without his/her prior written consent unless such disclosure is required by law. In the latter case the staff member or student shall be informed.

3. Discrimination

- a. Staff and students shall respect human rights of all individuals irrespective of their real or perceived HIV status.
- b. No prejudicial or discriminatory attitude or behaviour to people living with HIV/AIDS shall be tolerated.

4. HIV screening and testing

- a. Potential staff or students shall not be screened and/or tested for HIV status as part of their entry requirements to University employment or education
- d. Staff shall not be HIV tested for promotion or further training. This policy statement does not cover the HIV testing required by a country/ institution where the student/staff member may go for further training outside Malawi.
- e. No employment contract shall be terminated on account of HIV status or AIDS alone. The principle of accommodation shall apply (See Policy Statement 5 f)

5. Services for staff and students

a. Education

- The University shall ensure that all students, staff and their families have free access to accurate and up-to-date HIV/AIDS information.
- HIV/AIDS shall be mainstreamed into all University programmes and curricula.
- HIV/AIDS specific modules shall be developed and modified for each University programme to ensure that graduates acquire relevant life skills and competencies; that is, graduates demonstrate adequate understanding of the multifaceted dimensions of HIV/AIDS and its impact on all aspects of humanity.

b. Voluntary HIV Counseling and Testing (HCT)

- The University shall provide for the students, staff and their families free access to good quality and affordable HCT services. Services shall be youth friendly.

c. Prevention of Mother-to-Child Transmission (PMTCT)

- The University shall provide information on available PMTCT services to all HIV infected pregnant staff and students.

d. Sexually Transmitted Infections (STIs)

- Resources shall be made available for appropriate management of STIs to students, staff and their families.
- Services shall accommodate the interests of young people.

e. Anti-retroviral therapy (ARVs) and Opportunistic infections (OIs).

- To the extent possible, the University shall provide services and drugs at affordable prices to prolong the lives of staff and students living with HIV/AIDS.

- The University shall provide free post-exposure prophylaxis to staff and students who are exposed to HIV infection risk during their lawful activity as staff or students.

f. Accommodation

- To the extent possible, the principle of accommodation shall be implemented for University staff with AIDS. This means that staff with AIDS who are unable to do their normal work due to illness will be offered an alternative job to perform, appropriate to their grade and training.

5. Research

- a. The University shall promote, support and actively participate in HIV/AIDS research.
- b. The University shall develop an updated HIV/AIDS agenda, keep an inventory of past and on-going research and ensure timely dissemination of research findings.
- c. The University shall advocate for the implementation of research findings which positively impact on the HIV/AIDS epidemic.

6. Outreach

The University shall develop programmes which address community needs for information, education, VCT, PMTCT and management of HIV/AIDS.

7. Review of the HIV/AIDS Policy

The LUANAR HIV/AIDS Policy shall be reviewed periodically in accordance with new information and needs. The UACU shall coordinate such review.

Appendix 27: Assessment Criteria for Staff

Appendix 27a: Assessment Criteria for Clerical, Technical and Support Staff



Knowledge Innovation and Excellence

This report is for:
Confirmation/Annual Increment
Merit Increment
Promotion
Training

SECTION A
(To be completed by applicant)

Name of employee:.....

Date of birth:.....

Date of Appointment:.....

Title of Post:.....

Grade:.....

Salary:.....

Academic/Professional Qualification:.....

Technical Qualifications:.....

Duties Performed:.....

.....
.....
.....
.....
.....
.....
.....

Period of report:.....

Department/Section:.....

SECTION B

(To be completed by Head of Department/Section)

In relation to work over the past twelve months, (six months for probation) please tick appropriate box using the given. Do not tick any item, which is not strictly relevant to the job. The following are ratings:

Unsatisfactory
satisfactory
Good
Very Good
Outstanding

Please Note: Read notes on the next page after section D.

1	Output of work	1	2	3	4	5
2	Knowledge of work					
3	Initiative					
4	Reaction to pressure					

5	Relationship with colleagues					
6	Relationship with staff/students/general public					
7	Attendance					
8	Punctuality					
9	Discipline					
10	Quality of work					
11	Ability to work without supervision					
12	Flexibility					
13	Personal hygiene					
14	Ability to follow instructions					
15	Reliability					
16	Judgement					
17	Self Development					
18	Confidence					
19	Cost consciousness					
20	Planning of work					
21	Organisation of work					
22	Leadership					
23	Level of expression					
24	Ability to delegate					
25	Overall employee performance					

The overall employee performance is to be arrived at by adding number in each box and dividing the total by the areas that were assessed. If area 22, 23 and 24 do not apply to a particular employee, do not rate him/her in those areas. Failing to assess the employee in all areas will not affect the total overall performance rating.

Total Rating (Add ratings)	Number of Areas Assessed	Overall Employee Performance (a/b) = c
----------------------------	--------------------------	--

SECTION C

Training

Training undertaken since last assessment:

.....
.....
.....
.....

Training Recommended (specify)

.....
.....

.....

.....

.....

Comments by Appraiser

.....

.....

.....

.....

.....

Signature:..... Date:.....

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SECTION D

Recommendation (please tick)

The following are the guidelines for completing this section

- 4.5 – 5 Confirmation/Promotion
- 4 – 4.4 Confirmation/2 Meritorious Increment
- 3.5 – 3.9 Confirmation/1 Meritorious Increment
- 2 – 3.4 Confirmation/ANNUAL Increment
- 1 – 1.9 Defer Confirmation
- 0 – 0.9 Terminate in the case of staff on probation

Overall Performance Rating

Confirmation	One Meritorious Increment
Defer confirmation	Two Meritorious Increment
Not Confirm	Promotion to Scale:.....

Defer confirmation for the following reasons(s):

.....

.....

.....

Termination of service for the following reason(S):

.....
.....
.....
Final remarks/comments:
.....
.....
.....

University Registrar/Vice Chancellor:.....Date.....

DEFINITION OF RATING FOR COMPLETING A PERFORMANCE APPRAISAL FORM

1. UNSATISFACTORY

The employee does not meet requirements or expectations. Fundamental improvement is required. Example; serious errors in work; volume of work is unacceptable or deadlines are missed; poor working relationship which hinder the work of the Department/Section.

2. SATISFACTORY

The employee generally meets requirements or expectations, and performance has usually been adequate. Improvements could be made. Examples; occasional inaccuracies in work; sometimes volume of work does not met expectations or deadlines are missed; working relationship with some persons could be improved.

3. GOOD

The employee consistently meets requirements or expectations without significant expectations. Examples; consistently produces accurate work; always produce the required volume of work or meets deadlines; effective working relationships with members of the Department/Section.

4. VERY GOOD

The employee consistently meets and often exceeds requirements or expectations with minimum supervision and takes some initiative.

5. OUTSTANDING

The employee consistently meets and often exceeds requirements or expectation with no supervision and a lot of initiative.

B. GLOSSARY OF TERMS FOR COMPLETING A PERFORMANCE APPRAISAL FORM

1. **OUTPUT OF WORK** – Completes assigned volume or amount of work within set limits. If incapable of meeting deadlines, the employee informs supervisor well in advance so that alternative arrangements can be made.
2. **KNOWLEDGE OF WORK** – well versed in her/his work, understands what he/she is supposed to do and has the relevant technical know-how.
3. **INITIATIVE** – Proposes measures, undertakes actions and finds solutions in order to manage more effectively the activity for which he responsible. Anticipates what needs to be done and what is needed to be done and originates necessary action.
4. **REACTION TO PRESSURE** – Ability to perform under pressure.
5. **RELATIONSHIP WITH COLLEAGUES** – Demonstrates cooperativeness, courtesy and a positive attitude towards colleagues and superiors.
6. **RELATIONSHIP WITH STAFF/STUDENTS/GENERAL PUBLIC**- Establishes and maintains effective relations with all persons encountered in the performance of her/his duties. Shows an ability to listen, express himself/herself clearly and appropriately, states her/his opinion constructively and requests and considers the opinions of others.
7. **ATTENDANCE** – Works regularly and rarely excuses himself/herself from work
8. **PUNCTUALITY** – Never late when coming to work. Performs tasks at the required time and according to established schedule.
9. **DISCIPLINE** – Conforms to established rules and regulations. Demonstrates self-control and respect.
10. **QUALITY OF WORK** – Submits work which is consistently accurate complete, thorough and neat and pays attention to detail.
11. **ABILITY TO WORK WITHOUT SUPERVISION**: Plans her/his work and that of subordinates efficiently, follows regulations and procedures and is self motivated.
12. **FLEXIBILITY** – Ability to recognize the merit of new ideas. Willingness to adopt these and change and learn.
13. **PERSONAL HYGIENE** – Observes cleanliness at all times and keeps the work place clean.

14. **ABILITY TO FOLLOW INSTRUCTIONS:** - follows directives, regulations and Procedures. Ensure that tasks assigned to him/her by supervisor are properly understood and discharged.
15. **RELIABILITY** – Dependable in the performance of her/his duties, project a positive image of the College, accepts the goals and policies of the institution and management decisions. Applies and ensures that these goals and decisions are respected within the bounds of her /his authority, is trustworthy and self-disciplined.
16. **JUDGEMENT** – Discerning objective, level headed and tactful in her/his decisions and actions and in the application of policies and directives. Makes sound decisions consistently.
17. **SEL-DEVELOPMENT** – Has the drive to learn and the desire to excel.
18. **CONFIDENCE** – believes in himself/herself, her/his employees and the goals of the organisation. Is confident that the work requires will get done.
19. **COST CONSCIOUSNESS** - Appreciates the need to avoid wastage in the day-to-day operations. Appreciates and at times initiates cost containment measures in the work environment.
20. **PLANNING OF WORK** – Develops clear, through and practical action of the situation and the necessary controls.
21. **ORGANISATION** –Implements plans, establishes priorities, allocates resources, delegates tasks, sets deadlines and uses all available means to attain objectives.
22. **LEADERSHIP** – Effective in getting a group to accomplish a task and in getting management ideas accepted.
23. **LEVEL OF EXPRESSION** – Ability to make a persuasive and clear presentation of ideas or facts either orally or in writing.
24. **ABILITY TO DELEGATE** – provides effective guidance, issues directives, and offers advice and support to subordinates in order to attain desired organizational objectives. Maintains the respect and trust of his subordinates in a climate of effective working relationships. Gets the best out of his team and properly trains her/his immediate junior. Considers advice from juniors.

Appendix 27b: Assessment Criteria for Academic and Administrative Staff

Refer to Criteria for Promotion and Reward of Merit Increments for Academic and Administrative Staff

Appendix 28: Transport and Travel Application Form



Knowledge Innovation and Excellence

Voucher No. _____

DUTY KM CLAIM VOUCHER (To be Completed in duplicate)

A. I _____ of _____ - _____

Department would like to apply to use my motor vehicle / cycle to go to
_____ on the following University Business;

Signature _____ Date _____

B. This Journey is recommended by the head of department of _____

Signature _____ Date _____

I certify that no official vehicle is / was available

Transport Officer _____ Date _____

I approve the use of the staff member's personal vehicle on university Business

University Registrar _____ Date _____

DATE	FROM	TO	PURPOSE OF JOURNEY	KM

			TOTAL KM	

_____ KM @ MK_____. _____t per KM; MK _____

D. Approved

Vice Chancellor _____ Date _____

Payment authorized

Director of Finance _____ Date _____

F. Paid by cheque No. _____ Date _____

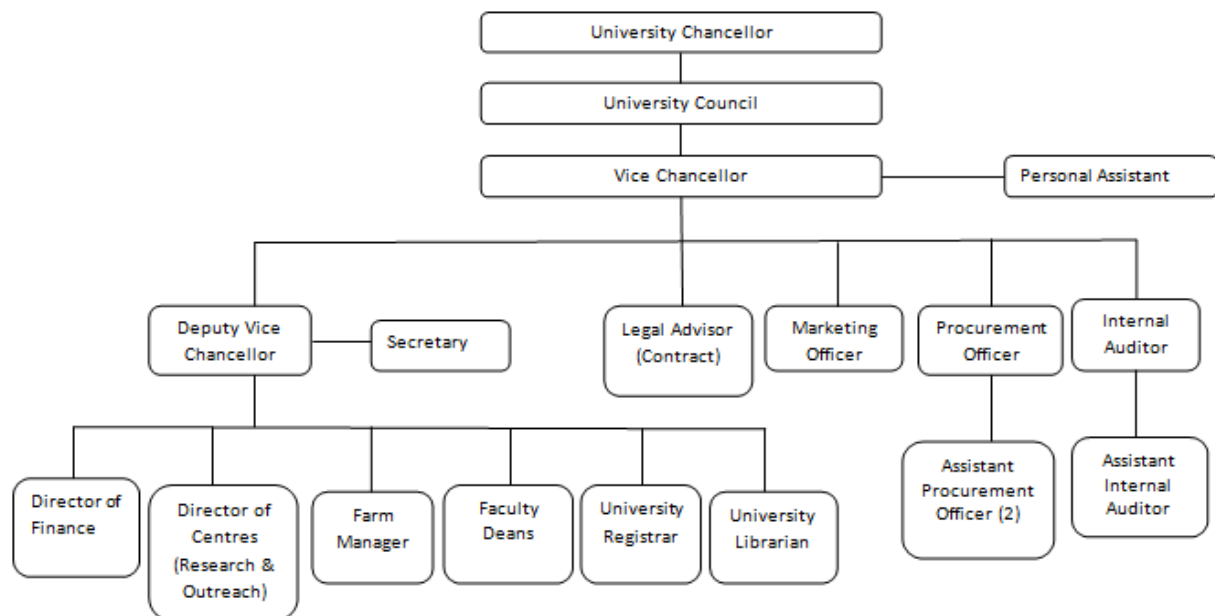
Received in cash the sum of MK _____ on _____

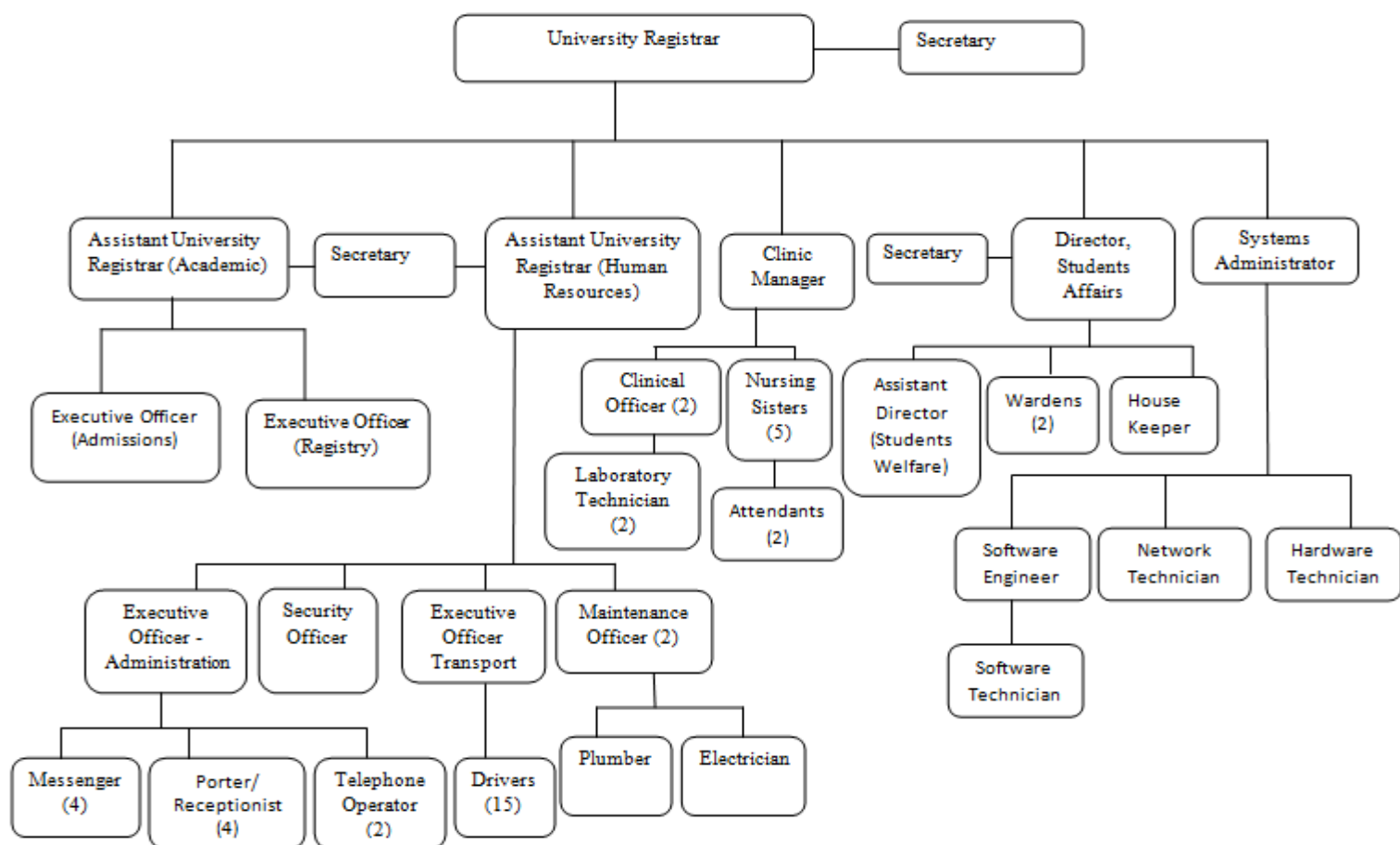
Signature of payee _____

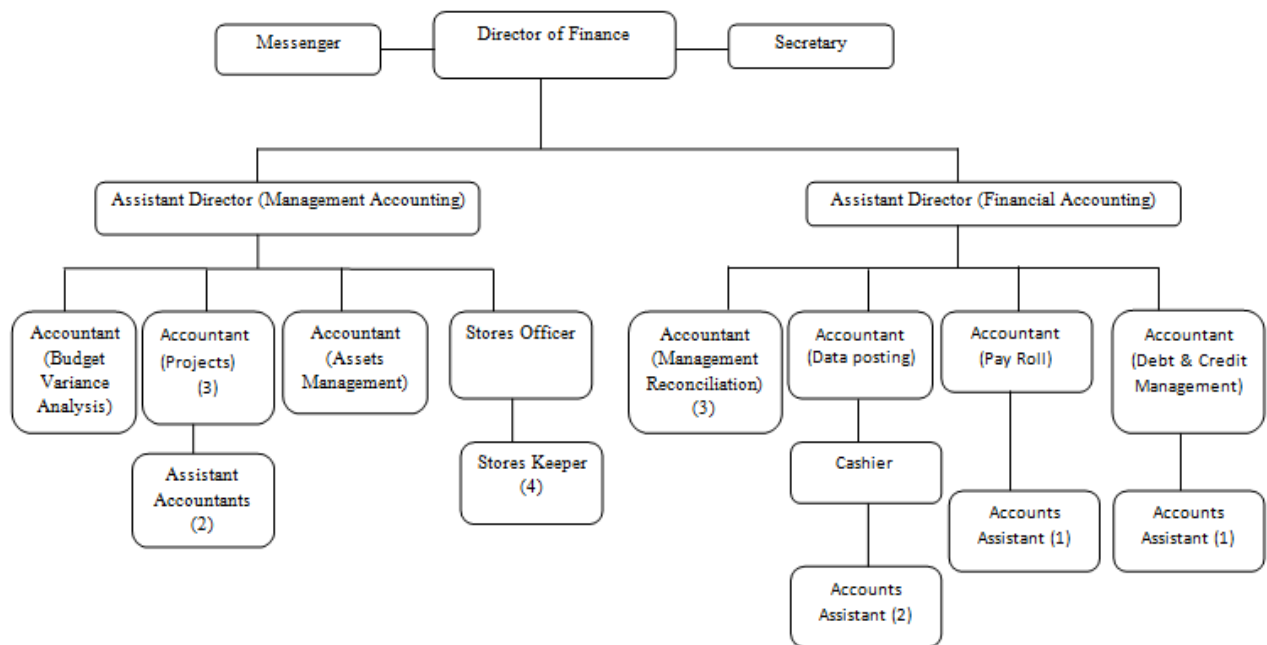
Head No. _____ Details _____

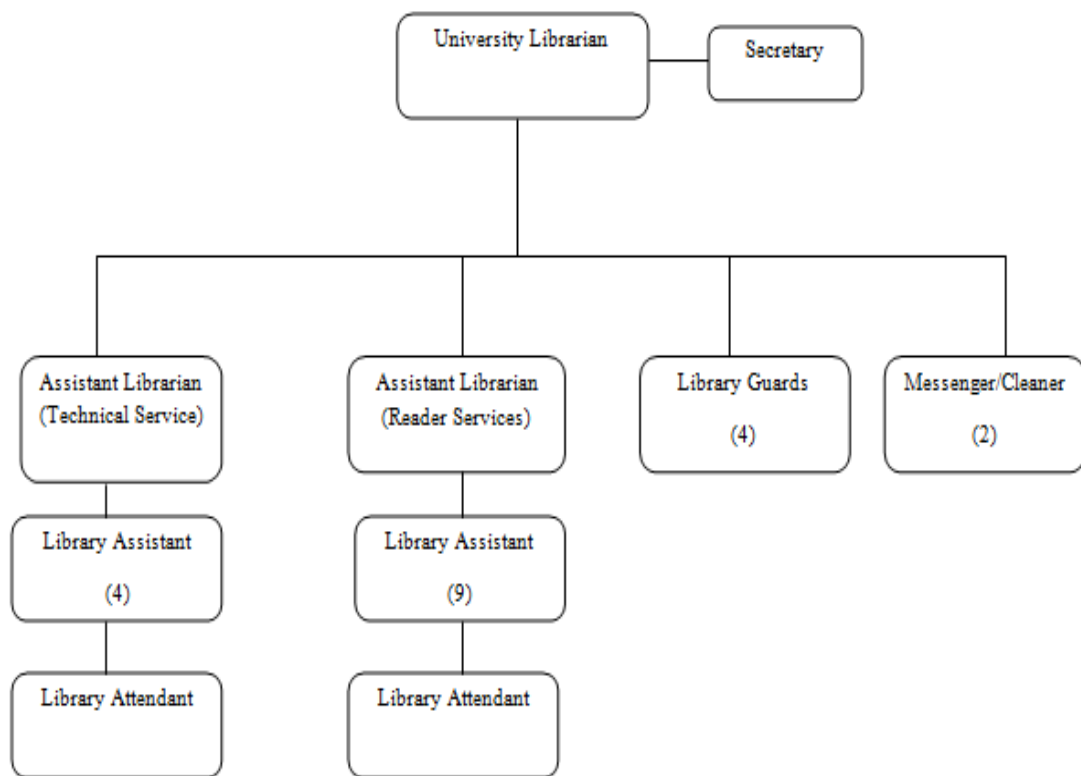
Sub Head no

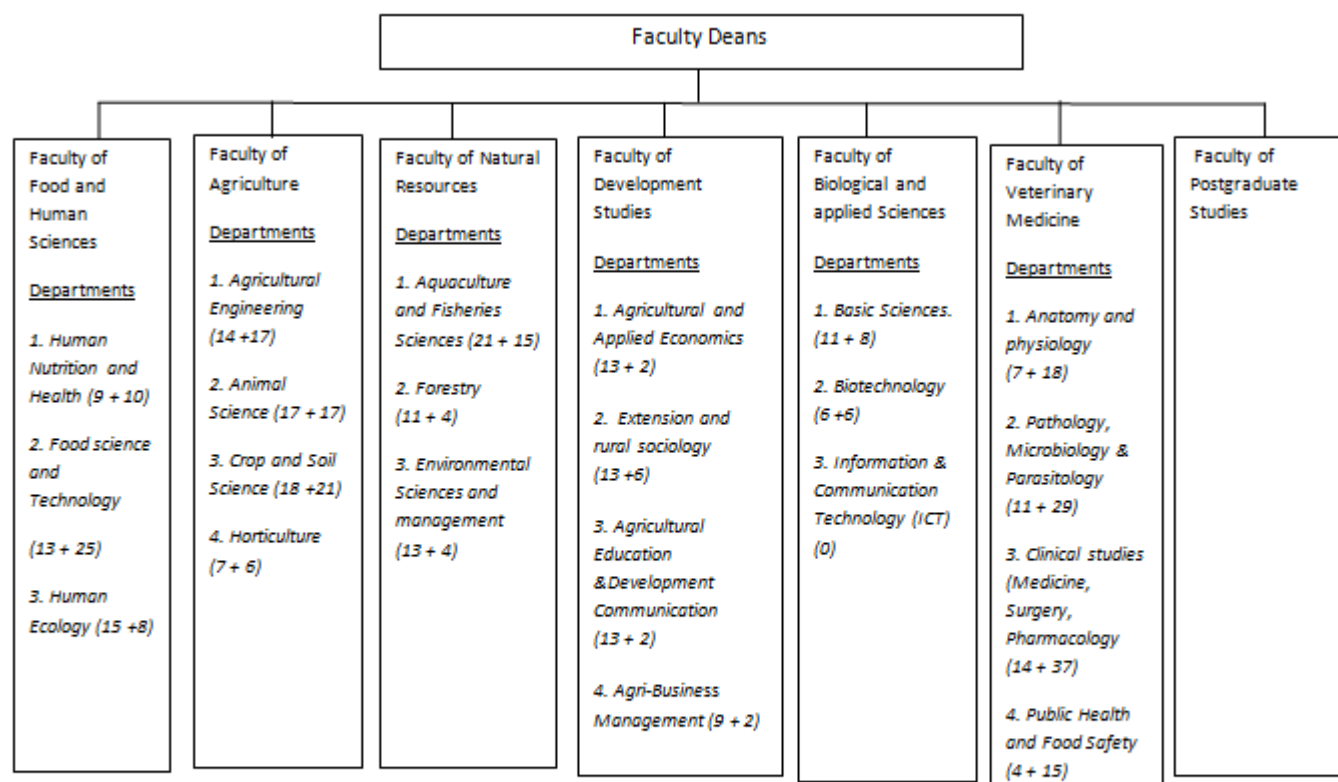
Appendix 29: Organogram



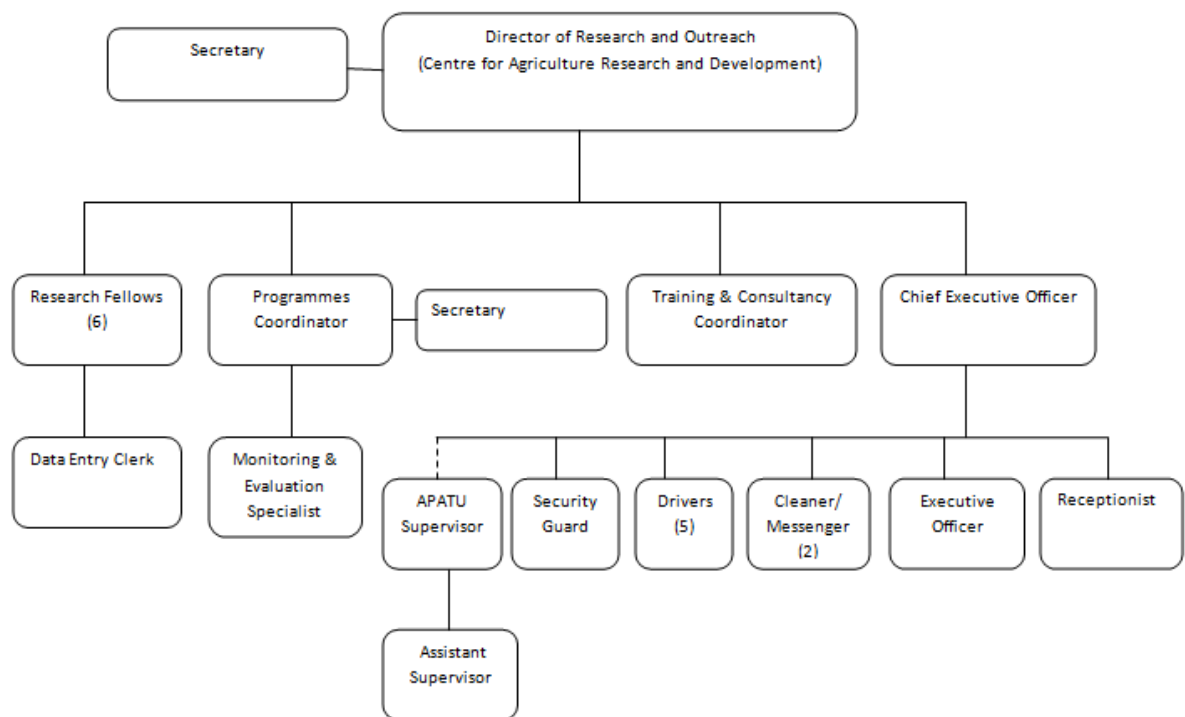


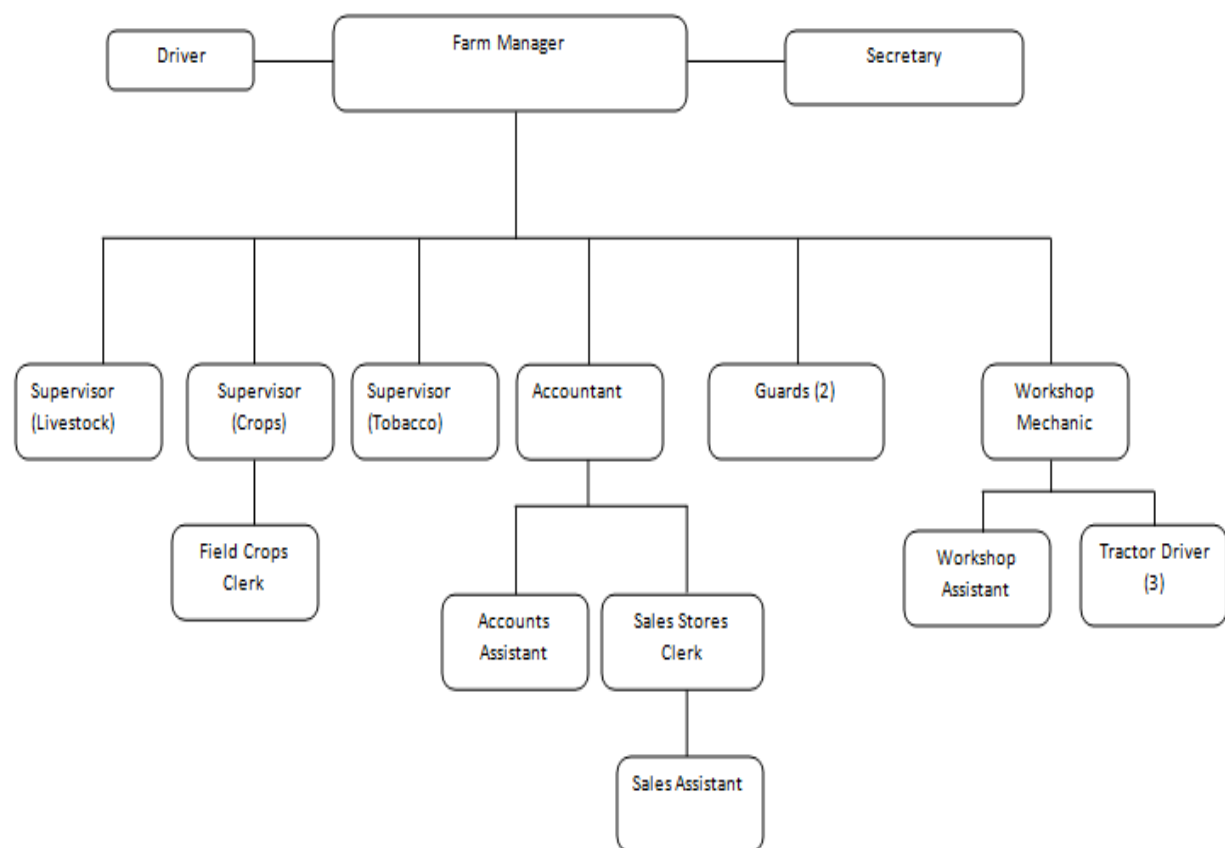






NOTE: Each Dean and Head of Department has a Secretary and a Messenger.
 Numbers includes: (Academic, Head and Support Staff)
 Dean of Faculty comes from one of the Departments within the Faculty





Appendix 30: Part time Claim Form



Knowledge Innovation and Excellence

TO: Director of Finance

FROM: The Vice Chancellor

REQUEST FOR PAYMENT FOR PART TIME LECTURERS

Name of lecturer:

Teaching to:Student(s).

During the period to

DATE	NO. OF HOURS	DATE	NO. OF HOURS	DATE	NO. OF HOURS

Total number of hours teaching

Payment at the rate of per hour

Total payment due:

Signature of Lecturer.....

Signature of Head of Department

Please pay the above sum

Vice Chancellor..... DATE