PRODUCTIVITY MANAGEMENT FRAMEWORK FOR

KIBABII UNIVERSITY

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Approved by: Prof. Donald N. Siamba **Management Representative**	**Sign:**	**Date:**30/11/2023
Authorized by: Prof. Isaac Ipara Odeo **Vice-Chancellor**	**Sign:**	**Date:**30/11/2023

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LIST OF ABBREVIATIONS

AHP   -   Analytical Hierarchical Process

HR   -   Human Resource

M&E   -   Monitoring and Evaluation

NPCC   -   National Productivity and Competitiveness Centre

OMAX   -   Objective Matrix

MDAs   -   Ministries, Departments and Agencies

DEFINITION OF TERMS

Metric: Measures of quantitative assessment commonly used for comparing, andtracking performance or productivity.

Performance: A measure of the extent of attainment of set objectives.

Performance period: The period between the first date and the last date of thefinancial year.

Performance targets: The specific and measurable planned level of result to beachieved within an explicit timeframe with a given level of resources.

Productivity: A measure of efficiency and effectiveness with which inputs aretranslated into outputs.

Productivity index: A measure of achievement that identifies the input contributionof each factor of production to the final output in relation to an agreed base year.

Indicator: A specific observable and measurable characteristic of achievement of theoutput. Outputs: The immediate results from an activity.

CHAPTER ONE: INTRODUCTION

1.1. Overview

Kibabii University was established by charter in November 2015. The University was established with a mandate to offer University Education. The establishment of Kibabii University is traced to the Origins of Kibabii Teachers Training College, which is the Precursor to the current Kibabii University. The University has a niche in Science, Technology and Innovation.

The vision, mission, core values and core function

1.1.1 VISION
To be a global and dynamic University of excellence in Science, Technology and Innovation

1.1.2 MISSION
To achieve excellence in generation, transmission and enhancement of new knowledge in Science, Technology and Innovation through quality Teaching, Research, Training, Scholarship, Consultancy and Outreach Programmes

1.1.3 OUR CORE VALUES
To execute its Mandate, pursue the Vision and attain the Mission, KIBU will require support and complementary network of values. These include; Excellence, Accountability and Transparency, Social Responsibility, Innovation, Integrity, Academic freedom,

1.1.4 KEY FUNCTIONS

The specific mandate of Kibabii University, as contained in the Charter, 2015 is as follows:
    i.   Provide directly, or in collaboration, with other institutions of higher learning, facilities for university education including technological, scientific, professional, education and research;
    ii. Advance knowledge and its practical application by research, innovation and other means;
    iii. Disseminate the outcomes of research by various means, and commercially exploit the results of such research;

iv. Participate in technological innovation as well as in the discovery, creation, transmission and enhancement of knowledge, and to stimulate the intellectual life in the economic, social, cultural, scientific, and technological development;

v. Contribute to industrial and technological development of society in collaboration and partnership with industry and other organizations;

vi. Develop quality and relevant programmes for Degrees, Diplomas and Certificates;

vii. Establish Colleges, Faculties, Schools, Directorates, Centres, Institutes, Departments, and other administrative units and resources as may be appropriate;

viii. Inculcate and promote a culture of innovation, critical inquiry and creativity in art, science, technology, engineering, and education, amongst staff, students, and society;

ix. Develop an Institution of excellence in teaching, training, scholarship, entrepreneurship, research, consultancy, community service, among other educational services and products, with emphasis on technology and its development, impact and application to society;

x. Provide a multi-level system of education and training that is relevant to the needs of the community covering a wide range of fields and levels with provision for recognition or prior learning and flexibility of transition between educational levels;

xi. Provide high quality facilities for educational, research, residential, commercial, cultural, social, recreational, sporting, and other activities;

xii. Facilitate student mobility between programmes of study at different universities;

xiii. Participate in commercial ventures and activities that promote the objectives of the institution;

xiv. Foster the general welfare of staff, students, and the community;

xv. Provide opportunities for development and further training for the staff of the institution;

xvi. Develop and provide educational, cultural, professional, technical and vocational services to the community, and in particular foster corporate social responsibility;

xvii. Facilitate the development, provision, and expansion of services, programmes, and other products in ways that are easily accessible and which reflect the principles of equity and social justice;

xviii. Conduct examinations, and grant such academic awards as may be provided for in the Statutes, and to syndicate examinations for award at other institutions as may be approved by the Senate;

xx. Determine who may teach, what may be taught, and how it may be taught in the University;

xxi. Promote socio-economic development in line with the country's development agenda;

xxii. Ensure University sustainability and adoption of the best practices in University Management and institutionalization of systems of checks and balances;

xxiii. Admit into the University candidates for Degrees, Diplomas, Certificates, or other awards that shall be open to all persons accepted as being qualified by the Senate in accordance with the Charter without discrimination, and no barrier based on any such discrimination shall be imposed upon any person as a condition of their becoming, or continuing to be, a Professor, Lecturer, Graduate or Student of the University, or of their holding any office therein, nor shall any preference be given to, or advantage withheld from any person on the grounds of any such distinction; and

xxiv. Charge fees or levy as may, from time to time, be approved by the Council for students admitted to the University for defraying expenses connected with their education.

1.2 Background

Productivity level is an indicator of a country's competitiveness and its prosperity status. Countries that have embraced productivity practices develop their ability to produce quality goods and services at costs that meet the test of domestic andinternational markets, while promoting and maintaining high standards and quality oflife of their people. Productivity measures how efficiently and effectively production inputs, such as labour and capital, are being used in an organization to produce a givenlevel of output or service at minimum cost.

Productivity is considered a key source of economic growth and competitiveness and,as such, is basic statistical information for many international comparisons and countryperformance assessments. At the organizational level, productivity is the capacity of an organization, Kibabii University, or business to produce goods and services with a minimumexpenditure on inputs without compromising on the quality of goods and service.

Kenya suffers from three main challenges with regard to productivity which include, inadequate adoption of productivity management standards and practices; lack of knowledge in productivity and management techniques; and absence of a national integrated Institutional framework for productivity promotion and management.

Given the foregoing, Kibabii University has prioritized productivity improvement in the Refocused Strategic Plan Year 2023/24 to 2027/28 to be managed through thisframework with a view of enhancing the efficiency and effectiveness in service delivery.

1.3   Rationale for Productivity Management

The prevailing economic environment requires that the public sector configures itself in response to a tough fiscal environment and the rising expectations and demand for quality services by citizens as envisioned by the Constitution. This calls for optimal utilization of resources and efficient delivery of quality services.

The productivity measurement will therefore assist Kibabii University in assessing its efficiency, quality of service, competitiveness, innovation, and sustainability. Measuring productivity will also be critical in gaining insight into the management intervention needed to improve efficiency and overall performance. This framework, therefore, guides the development of Kibabii University metrics for measuring and recognizing productivity in line with the Government policies and directives.

1.4 Objectives

1.4.1 Overall Objective

The principal objective of this framework is to establish a mechanism to guide productivity management in Kibabii University

1.4.2 Specific Objectives

i. Entrench a culture of productivity in the Kibabii University
ii. Provide a mechanism for measuring and improving productivity in line with the Kibabii University Strategic Plan.

1.5 Guiding Principles

This framework shall be guided by the following principles so as to ensure its success:

i. Promotion of National values as guided in Kibabii University HR Policy & Procedures Manual.

ii. Innovation in Management and Technology as guided by Kibabii University Refocused Strategic Plan 2023/24 to 2027/28.

iii. Modernization of labour management relations; a

iv. Employee involvement and human resources development and fair distributionof productivity gains as guided in Kibabii University Policy; and

v. Rewards for productivity, Kibabii University will ensure that productivity is rewarded in accordance with this framework and the existing Government Guidelines.

1.6 Scope of Application

The framework applies to **ALL** Kibabii University employees, functions, processes, and projects relating to metrics prioritized for productivity improvement.

1.7 Review of the Framework.

This Framework will be reviewed in the fifth year of implementation or as the need may arise. Kibabii University may seek the necessary support from the NPCC during the scheduled reviews.

CHAPTER TWO:PRODUCTIVITY MANAGEMENT

2.1   Training and Sensitization on Productivity Improvement and Measurement

The 20th Cycle Performance Contracting Guidelines for the Year 2023/24 on Productivity Mainstreaming required MDAs to develop and implement strategies and interventions aimed at ultimately entrenching a culture of productivity. In compliance with the guidelines, the University appointed a Productivity Mainstreaming Committee comprising of eleven (11) members of staff to spearhead this process.

From 18th September 2023 to 22nd September 2023 the NPCC facilitated a training on Productivity Mainstreaming. The objective of the training was to understand the following:

i.   Overview of productivity management

ii.   Productivity measurement tool and metrics

iii.   Development of Productivity Metrics

iv.   Objective matrix and AHP

v.   Pairwise matrix weights allocation(practical)

vi.   Finalization and validation of the weights.

vii.   Productivity management framework.

2.2   Development of Productivity Measurement Metrics

During the training session, NPCC guided Kibabii University's Productivity Mainstreaming Committee members in developing productivity measurement metrics as well as coming up with Kibabii University Productivity Management Framework. The trainings covered the following concepts: Overview of Productivity Management, Productivity Metrics and KPIs, Development of Kibabii University productivity metrics, Computation of Productivity metric weights, and Development of the Kibabii University Productivity Management Framework. The developed metrics are tabulated in table 1.

2.3 Kibabii University Productivity Measurement Metrics

Corporate Strategic Objective		Metric	Metric Weight	Metric Description	Formulae/Ratio	Data Required	Data Source
To offer quality and market driven programs	M1	Programmes review and Development index	30.67	The efficiency and effectiveness with which programmes are reviewed (M1) and developed(M2)	M = 0.3 M1 +0.7M2	Number of reviewed and number of new developed programmes	Registrar Academic Affairs
	M2	ICT integration in academic programmes index	4.38	The efficiency and effectiveness with which e-resources (M1) are uploaded and number of log ins by students (M2)	M = M1 +M2	Number of e-resources uploaded and number of log ins	Director Odel
To strengthen student welfare services	M3	Trained peer counsellors index	6.13	The effectiveness and efficiency of peer counselling training	M= X/Y where X is number students trained and Y is number of student targeted	Number of peer counsellors trained	Dean of Students
To supervise monitor and evaluate quality assurance processes in the University	M4	Students satisfaction index	6.13	The efficiency and effectiveness of quality assurance processes	M= students satisfaction survey score	Student satisfaction survey report	Director Quality Assurance
To strengthen KIBU research and innovation	M5	Articles published in refereed journals index	7.67	The quality and relevance with which articles are published in refereed Journals	M= X/Y where X is number articles published and Y is targeted number of articles to be published in refereed journals	Number of journal articles published	Director Research and Innovation

Kibabii University ISO 9001:2015 Certified
Knowledge for Development

	M6	Innovations incubated	5.11	The relevance of incubated innovations to industry	M= X/Y where X is actual innovation and Y is the targeted number	Number innovations incubated	Director Research and Innovation
To improve efficiency of service provision	M7	Employee satisfaction index	6.13	Efficiency and Effectiveness of service provision	M= Employee satisfaction survey score	Employee Satisfaction Report	Registrar Administration and Human Resource
To enhance financial resource mobilization	M8	Financial resource mobilization index	3.83	Efficiency and effectiveness of banks integration with University's Financial management system (M1) and Revenue growth (M2)	M = M1 +M2	Number of banks integrated with the University and % Revenue growth	Finance Officer
To promote KIBU information flow and visibility	M9	Information flow and visibility index	10.22	Efficiency and effectiveness in reporting of activities(M1) on the website and social media handles, and hits (M2)	M = M1 +M2	Number of activities reported and number of hits	Corporate Communication and Marketing Officer
To maintain efficiency of physical facilities and infractstruture	M10	Physical facilities and Infractstruture maintenance index	4.38	Efficiency with which physical facilities and infrastructure are maintained(M1) and adherence to maintenance budget(M2)	M = M1 +M2	Number of physical facilities and infrastructure maintained and adherence to the maintenance budget	Estate Officer
To promote health within the community	M11	Community health services index	15.33	Efficiency and effectiveness of community medical camps	M= X/Y where X is actual number of community medical camps held and Y is targeted number	Number of medical camps held	Deputy Chief Medical Officer

Table 1: Productivity Metrics and weights

M=30.6M1+4.38M2+6.13M3+6.13M4+7.67M5+5.11M6+6.13M7+3.83M8+10.22M9+4.38M10+15.33M11

CHAPTER THREE: IMPLEMENTATION PLAN
Table 2: Productivity Mainstreaming Work-plan

Activity	Output	Timeline (2023/24 FY)				Responsibility
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Create awareness/ sensitize staff on productivitymainstreaming	Sensitized staff	■				Committee + NPCC
Develop productivity metrics	Key Productivity Metrics		■			Committee + NPCC
Collect productivity measurement data	Required Productivity Data			■		Committee
Develop workplaceproductivity improvement strategy	Approved Framework				■	Vice Chancellor- Kibabii University
Compute productivity index	Productivity Index				■	Committee + NPCC
Submit quarterly productivity	Quarterly Reports	■	■	■	■	Committee
Reports to the National Productivity andCompetitiveness Centre		■	■	■	■	

CHAPTER FOUR: MONITORING AND REPORTING

The Corporation has the primary responsibility for overseeing, monitoring, and reporting on the implementation of the framework. NPCC will be providing necessary technical support to ensure effective implementation of the framework. Kibabii University will employ a robust M&E approach to ensure that the implementation ofthis Framework is in full adherence to its aspirations. Monitoring and Reporting on the implementation will be undertaken as per the productivity metrics table.