



NMT

NATIONAL MULTIPLICATION TRAINING BULLETIN



MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

9th - 13th November 2020



MMUST HOSTS SECOND NATIONAL MULTIPLICATION TRAINING TO SPEARHEAD CHANGE MANAGEMENT IN HIGHER EDUCATION INSTITUTIONS IN KENYA

By Lydia Anyonje and Linet Owuor

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Masinde Muliro University of Science and Technology researchers this week took the lead to champion change management in Higher Education institutions (HE). MMUST hosted the highly illustrated National Multiplication Training which took place on 9th to 13th November, 2020 at the Main Catering Unit hall at the University. This intensive training workshop is part of the DIES programme (Dialogue on Innovative Higher Education Strategies). These are National Multiplication Trainings (NMT) coordinated by DAAD and aim at strengthening Higher Education management structures in developing countries.



NMT experts, Acting DVC, PRI Prof. J.S.K Achoka and trainees at the end of the workshop

The workshop was graced by the Deputy Vice Chancellor, Planning and Postgraduate Support, Rev. Prof. Judith Achoka who represented the University Vice Chancellor Prof. Solomon Shibairo. Prof. Shibairo through his speech expressed his gratitude to the National Multiplication Training organizers for choosing MMUST to be the host of the big event. He further noted that he is proud of the collaborations existing between MMUST and visiting institutions represented in the training. "Let this exercise bring about change and practical solutions to the management problems in our institutions," emphasized Prof. Shibairo.

The brains behind the project were Prof. Julius Maiyo, Associate Professor Kibabii University; Dr. Judah Ndiku an expert in Educational Management and Policy as well as Director, Curriculum Review and Development at MMUST; Dr. Muganda Munir, Senior lecturer and Finance specialist at Kibabii University and Prof. Mary Wahome, Associate Dean School of Arts and Social Sciences, Moi University.

The event attracted highly acclaimed experts and trainers in various fields who were drawn from Universities in Kenya and Germany. The trainers included Dr. Christian Genseuer, Head of Education Division (Federal Ministry of Education and Research, Germany) and Prof. Jackson Too (Head of Research and Development, Commission for University Education)

Participants at the National Multiplication Training were picked from various Universities in Kenya including Kabianga University, Maseno University, Kibabii University, Kaimosi Friends University College, Alupe University, University of Eldoret, Bomet University College, Koitalel University College and Moi University.



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Such workshops offer excellent networking platform that is bound to bring about change in the way universities are run. The NMT workshop has created a pool of alumni who are expected to sustain change management in their home universities.

MMUST'S DR. JUDAH NDIKU LAUDS GOOD LEADERSHIP, GOVERNANCE AND QUALITY MANAGEMENT AS THE KEY FACETS TO SUSTAINABILITY IN HIGHER EDUCATION

By Linet Owuor

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The recently held National Multiplication Training hosted by Masinde Muliro University of Science and Technology has revealed that good leadership, governance and quality management are the significant determinants in the success of an institution. This is according to the expert in Educational Management and Policy Studies Dr. Judah Ndiku. The highly acclaimed scholar, who is also the Director, Curriculum Review and Development at MMUST, challenged his fellow researchers at the National Multiplication Training (NMT) to focus on competence, motivation, vision, resources and action plan in order to realize change in various divisions they head.



Dr. Judah Ndiku presenting findings of his research paper during the NMT Conference

Leadership is a big concept. Some of the skills that contribute to effective leadership include technical skills which basically addresses the areas of operation, human skills key in the interactions and dealing with people and conceptual skills which are the policies, legislations and general operations of an organization. Further, the elements of leadership revolve around the personality of the leader, skills and competencies, conviction of the followers and the environment around the leader.

“Change is making a difference, I therefore call upon you to bring the desired transformation by exercising positive influence, motivating, inspiring, leading by example and helping others realize their potential,” added, Dr. Ndiku.

The demands of the society, stakeholders and employers require that quality management is upheld at all times, this is to ensure the vision and mission of an institution is accomplished. Quality management can therefore be determined through various ways including satisfaction of the customers, achievement of value for money, relevance in the job market and the competitiveness of the organization among its peers.

The NMT was themed *'Enhancing change project management for economic sustainability in Higher Education institutions in Kenya'* Dr. Ndiku noted that it is imperative for Higher Educational institutions to focus on their niche areas for the purposes of visibility, distinctiveness, competitiveness and sustainability development.

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NATIONAL MULTIPLICATION TRAINING ADDRESSES RISK MANAGEMENT IN HIGHER EDUCATION INSTITUTIONS



Participants of the NMT conference following proceedings during the conference

By Wangari Wambugu [mwangari@mmust.ac.ke]

A recent National Multiplication Training at Masinde Muliro University of Science and Technology, has pointed out that higher institutions of learning must begin to take the issue of risk management more seriously. According to Prof. J.K. Maiyo, Director of Performance Contracting and Quality Assurance at Kibabii University, if an organization does not have an effective risk management, then it is not effective. "Why manage risks?" he asked. "Risk management provides basis for dealing with uncertainty, allows robust internal monitoring and reporting, encourages internal investigations, promotes self-reporting of violations, supports the achievement of organizational goals and reduces chances of serious errors among others," he said. Further he said that risk consequences can be categorized in terms of low, medium or high. During his presentation, he mentioned on the need to have departments in Higher Education Institutions specifically dealing with the management of risks. He also pointed out that a majority of people do not put a lot of thought when recording risk registers and only do so for compliance purposes.

On the same concept, CPA. Irine Nanzala Lumatete, Ag. Finance Officer, Kaimosi Friends University College, presented on the *development of KAFUCO Risk Management Framework to aid continuous risk assessment and management*. According to her, Higher Education Institutions are complex organizations that require Risk Management Frameworks to identify potential threats and to define the strategy for eliminating or minimizing the impact of these risks, as well as the mechanisms to effectively monitor and evaluate this strategy. In addition, she said that this

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A scholar once wrote in a paper that the concept of risk management is to address potential hazards in an orderly, systematic fashion, and to devise mitigation strategies or blueprints for dealing with these unfortunate events, well before they actually occur.

SCHOLARS SHOWCASE THEIR INNOVATIONS AT NATIONAL MULTIPLICATION TRAINING WORKSHOP



Dr. Umulkher Ali Abdillahi presenting during the NMT Conference

By Wangari Wambugu [mwangari@mmust.ac.ke]

Dr. Umulkher Ali Abdillahi, a lecturer and the Chairperson of Economics Department, MMUST, has developed an introductory Short Course on *Enhancing Capacity Building on Evidence-Based Policy Analysis*.

“Initially, what I had in mind for my change project, for the workshop, was an Economic Lab but it required a lot of time and resources, hence it was not possible. However, we want to look for funding to set up the lab which will be used to train both undergraduate and postgraduate students while at the same time generating income to the University,” said Dr. Ali.

“Therefore, for my project, I settled for the Short Course because it has the same concept as the Lab,” she stated. Dr. Umulkher designed this Course to enable learners to apply knowledge to the practical handling of policy issues. “They will be able to use analytical methods and empirical evidence to describe multifaceted problems, identify and evaluate findings to demonstrate impact, and learn how to think carefully and systematically about how policies and programs affect the world.”

According to her, the Course will take two (2) weeks and the target audience shall be policy makers, researchers, and National and County Government leaders who rely on the insights they derive from a working knowledge of the economy. Regarding the price of the Course, she said that she wants to benchmark on Short Courses that have already been developed at MMUST before coming to a final decision. “I want to look at the cost benefit, payment of lecturers, teaching and learning resources, and the share that will be paid out to the University among other things,” she said. The entire Course and its structure is complete and that Dr. Umulkher is going through the approval stage starting from the Departmental board for peer review until final approval.

Another scholar, Dr. Alice Nambiro Wechuli, from Kibabii University, has successfully set up a Top-rate Live Teaching Webinar Software, an application that completely mimics the traditional mode of learning. Dr. Nambiro, who is in-charge of the Directorate of Open, Distance and Electronic Learning (ODEL), demonstrated the Top-rate Live Teaching Webinar Software innovation at the NMT workshop. According to her, this is how the App works. The super admin creates department managers.



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The department managers then add units or subjects, lecturers or teachers and learners or students. Unit assignments to lecturers and learner enrolments are also done by these managers.

The lecturer may choose to send notifications via SMS to the enrolled learners in the assigned unit and start a live class with them. The learner logs in and is able to access the class, which is similar to a lecture room. The lecturer needs to end the class for learners to be free to join another session. It is worth noting that a learner is required to login only once to access all the classes. This is bound to completely transform the way learning and teaching is done, especially in this era of COVID-19.

UNIVERSITIES ADVISED TO PREPARE ADEQUATELY FOR COMPETENCY BASED CURRICULUM BEFORE FIRST COHORT OF LEARNERS COME IN 2029/2030



Prof. Jackson Too making a presentation during the NMT Conference at MMUST

By Makomere Shirley [clareshirley3@gmail.com] & Wangari Wambugu [mwangari@mmust.ac.ke]

“Higher Education Institutions should brace themselves for the large cohort of learners expected in the year 2029/30,” recommended Prof. Jackson Too during the recent National Multiplication Training at Masinde Muliro University of Science and Technology., Prof. Too who is the Head of Research and Development at the Commission for University Education (CUE), stated that the current Grade four (4) class under CBC will be transitioning to first year at the University at the same time, that the 8-4-4 cohort, now in Standard five (5), will be in second year. His presentation was on *‘Competency Based Curriculum: Preparedness & Implication for Sustainability in Higher Education, in 2029/30’*

There will be a double intake in 2029/30 and with an estimated population of 300,000 students transitioning to the University, the facilities in the University will be put to test. “We have to plan for this transition therefore the Universities should ensure a seamless change. They have to align their academic programmes to CBC, engage stakeholders and get more views, review the admission criteria into undergraduate programmes, retool the University faculty, develop new programmes aligned to the three Basic Education Curriculum Framework (BECF) pathways and develop community service learning programmes just to mention but a few,” advised Prof. Too.

During his presentation, a major concern was raised, which was about the government not giving a clear indicator to Universities with regard to CBC. One participant said that Universities have been left in the dark. “The government has not put in place measures to sensitize people especially in Higher Education.” One of the recommendations made was that academics should be exposed to places where CBC has worked.

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Contributing to this matter, Prof. Peter Bukhala, Director Research and Postgraduate Support (DRPS), MMUST, said that CUE should be fighting for Universities to ensure that their curriculum is improved.

People are usually apprehensive about change. In order for change to be managed well, it has to be done in a simplest manner. What is the rationale for changing the Kenyan Education system to CBC? It is important that institutions provide relevant, quality and sustainable education. In addition, the East African Community protocol articulates the need to harmonize the systems of education. The system we had was examination-oriented. CBC is the system that makes you think outside the box. It is self-paced. It is outcome-based and not objective-based, and it does not restrict you to seat-time or your cohort. The 21st century learner is self-directed, globally aware, innovative, financially literate, critical thinker, problem solver, collaborator, communicator and media literate.

UNIVERSITIES URGED TO TRAIN MORE GRADUATES IN SOFT SKILLS

By Awuor Sandra Dorcas(sdorcas@mmust.ac.ke)

Scholars attending the National Multiplication Training at Masinde Muliro University of Science and Technology have urged Universities to train more graduates in soft skills as a measure to prepare them for the job market. According Prof. Mary Wahome the Associate Dean, School of Arts and Social Sciences at Moi University, there is a 70% link between a study program and getting a job and Universities contribute only 40% to graduates attaining these soft skills.



Prof. Mary Wahome presenting her findings during the NMT conference

“Soft skills are a manifestation of emotional intelligence and are very important for professional growth in all disciplines. Every organization is made up of people and its success depends mainly on the capabilities of the human resource,” said Prof. Wahome.

She said that most students, particularly those in technical disciplines, are likely to have better hard skills when they graduate thus placing the burden primarily on the employer to develop their soft skills. She added that there is need to facilitate development and management of soft skills such as communication, critical thinking, leadership, work ethic, time management, networking, adaptability, working under pressure, loyalty, integrity and conflict resolution.

Participants were also involved in discussions where they generated solutions for sustainability of projects through soft skills in scenarios such as employees' resistance to change, initiating a research culture in Universities, leadership, change management and budget.



Mr. Shigogodi Josephat Mulama receiving a certificate from Prof. Mary Wahome during the NMT Conference

By Wangari Wambugu [mwangari@mmust.ac.ke]

Scholars at the MMUST's National Multiplication Training have highlighted the benefits of automating University services for efficiency in service delivery. Some of the key outcomes of service automation include increase in productivity, efficiency, reliability and reduction of operational cost in institutions of higher learning. Mr. Shigogodi Josephat Mulama, Senior Assistant Registrar (Administration) at MMUST, in his presentation outlined about a project on an online application tool for appointment and promotion of academic staff in the University. "The recruitment process at MMUST is manual, slow and cumbersome," stated Mr. Shigogodi. He further added that his online application project will not only bring efficiency in the process, but also improve on the credibility and stakeholders' confidence. "Moreover, it will boost staff motivation as applications will be acted on properly." He said that the project is 80% complete and that an implementation committee comprising of ICT and HR staff has been constituted. One of the recommendations given during the discussion was to benchmark with other Universities where the project has worked and then improve on it.

According to Mr. Shigogodi, some of the challenges that the project is facing are; the cost of implementing which he said was not included in the 2020/2021 budget, low internet bandwidth in the University and time constraints on the committee members.

Another presentation on automation of services was from Dr. Ruth Atidah Mitalo, Registrar (Administration), Kibabii University (KIBU), who said that the University has procured a Staff Clearance System to enhance service delivery to employees who have been separated from the institution, through retirement, resignation, termination or dismissal. According to her, staff will use their portals to clear as well as monitor the process through SMS or Email. "Say you want to clear. The first thing you will do is to apply for clearance and state the reason why. Next, go through all the departments for approval. If for instance you have debts or something that belongs to the University, you will not be fully cleared," she said. In addition, she said that KIBU is looking into using the same process for students.

CPA Daniel Kiplagat Kimaiyo, Head of Department (Finance and Accounts), Bomet University College (BUC) presented on his project titled '*implementation of enterprise resource planning systems for efficient process at BUC*',

where he said that the use of ERP systems will greatly improve the efficiency of BUC and offer great potential for increased resource mobilization, transparency and accountability. As he said, it is a requirement of CUE that Universities integrate ICT in their operations.



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