



UNIVERSITY OF NAIROBI

**COLLEGE OF EDUCATION AND EXTERNAL
STUDIES**

PERFORMANCE CONTRACT

BETWEEN

**THE COLLEGE MANAGEMENT
BOARD**

AND

**THE CENTER FOR OPEN AND
DISTANCE LEARNING**

**FOR THE PERIOD
1st JULY 2012 ~ 30th JUNE 2013**

PERFORMANCE CONTRACT BETWEEN THE COLLEGE MANAGEMENT BOARD AND THE MANAGEMENT OF THE CENTER FOR OPEN AND DISTANCE LEARNING FOR THE PERIOD 1st JULY 2012 TO 30th JUNE 2013.

This Performance Contract (hereinafter referred to as "Contract") is entered into between the College Management board (hereinafter referred to as "Board") of P.O. BOX P.O. Box 92 - 00902 Kikuyu (together with its assignees and successors) on one part, and the management of the Centre for Open and Distance Learning (hereinafter referred to as "the Centre"), (together with its assignees and successors) of P.O. Box 92 -00902 Kikuyu on the other part.

WHEREAS

The Board is committed to clearly defining the working relationship between itself and the Centre;

The parties recognize the need for adequate and reasonable managerial and operational autonomy to facilitate achievement by the Centre of the agreed and freely negotiated performance targets set out in this Contract;

The parties are desirous of enhancing transparency in the management of public resources and accountability for results in line with the Constitution;

The Centre has indicated its capacity and competence to perform the duties and undertake the functions specified under this Contract;

NOW THEREFORE, the parties hereto agree as follows:

PART I

1. VISION, MISSION AND STRATEGIC OBJECTIVES

Vision

A Centre of excellence in open and distance learning.

Mission

To provide and maintain equitable opportunity for accessing quality University education through the use of multimedia, consultancy and research in open and distance learning.

Strategic Objectives

1. To enhance teaching and learning using open and distance learning modes
2. To contribute to scientific and technological innovation in open and distance learning
3. To manage the Centre efficiently and effectively
4. To enhance competitiveness of CODL among other providers of higher education by distance mode
5. To develop open and distance learning academic programmes
6. To monitor, evaluate and provide consultancy in open and distance education

PART II

7. COMMITMENTS AND RESPONSIBILITIES OF THE CENTRE

- 2.1 Reviewing and implementing the Strategic Plan and ensuring that it is linked to National policy documents such as Vision 2030, Medium Term Plan 2008-2012, Sector Performance Standards 2009-2030, the Constitution and other related documents;
- 2.2 Identifying performance targets;

- 2.3 Assigning weights to performance indicators;
- 2.4 Negotiating performance targets/signing performance contract with the Principal;
- 2.5 Ensuring achievement of the agreed performance targets; and
- 2.6 Preparing employees in the Centre for the desired changes in working styles, attitudes and work ethic.

PART III

8. COMMITMENTS AND OBLIGATIONS OF THE BOARD

- 3.1 To ensure that any College Management Board member suspected of corrupt practices steps down to allow room for investigations.
- 3.2 The College shall give at least fourteen (14) working days notice of scheduled meetings.
- 3.3 Where the Centre requires approvals, the College undertakes to respond in writing within 30 (thirty days) of the receipt of such request.
- 3.4 The College undertakes to respond to routine communication within 14 (fourteen days) of receipt of such communication.

PART IV

9. FREQUENCY OF MONITORING AND INFORMATION FLOW

The Centre undertakes to prepare and submit quarterly and annual performance reports in the prescribed format as follows:

- Quarterly provisional reports on the 10th of the third month of the quarter,
- Final quarterly report by 1st of the month following the end of the quarter
- Annual performance report on 1st July 2013.

PART V

10. DURATION OF THE PERFORMANCE CONTRACT

This Performance Contract will run for a period of 12 months from July 1, 2012 to June 30, 2013.

SIGNED:

COLLEGE OF EDUCATION AND EXTERNAL STUDIES

Prof. Henry W. Mutoro,
Principal

Signature.....

Date

CENTRE FOR OPEN AND DISTANCE LEARNING

Mr. J.O.Odumbe,
Director, CODL

Signature.....

Date

ANNEX I

PERFORMANCE MATRIX

In 2012/2013, the performance of the Centre shall be measured by its success in meeting or surpassing the performance targets set out in the performance matrix shown below:

Performance Criteria	Unit	Wgt.	YR -1 (10/11)	Current status YR (0)	Proposed Target for Contract Period (12/13)	QUARTER ONE			COMMENTS	
						Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance		
4A	<i>Service Delivery:</i>									
1	Implementation of Citizens' Service Delivery Charter	%	2%	100%	100%	100%	100%	100%	-	Complied
2	Customer Satisfaction	%	2%	73%	76%	77%	77%	77%	-	Complied
3	Service delivery innovations	No.	10%	7	1	2	2	100%	-	Complied
4	Resolution of public complaints	%	1%	76%	100%	100%	100%	100%	-	Complied
Weight Sub-total			15							
5A	<i>Non-financial</i>									
1	Compliance with ISO 9001:2008 standards	%	1%	100%	100%	100%	100%	100%	-	Complied
2	Compliance with Statutory obligations	%	1%	100%	100%	100%	100%	100%	-	Complied

Performance Criteria		Unit	Wgt.	YR -1 (10/11)	Current status YR (0)	Proposed Target for Contract Period (12/13)	QUARTER ONE			COMMENTS
							Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance	
3	Competency Development	%	5%	78%	86%	87%				
Weights Sub total			15							
6B	Operations									
1	Project Implementation:									
	(i) Vision 2030 flagship projects									
	<ul style="list-style-type: none"> Mount additional programme on Open, Distance and e-Learning modes (ODEL) in collaboration with S.o.E 	No.	3%	N/A	2	2	2	2	-	Complied
	Vision 2030 Project parameters									
	Road Map	%	1%	N/A	N/A	100%	100%	100%	-	Complied
	Collaboration framework	%	1%	N/A	N/A	100%	100%	100%	-	Complied
	Funding Model	%	1%	N/A	N/A	100%	100%	100%	-	Complied

Performance Criteria	Unit	Wgt.	YR -1 (10/11)	Current status YR (0)	Proposed Target for Contract Period (12/13)	QUARTER ONE			COMMENTS	
						Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance		
Branding/communication plan	%	1%	N/A	N/A	100%	100%	100%	-	Complied	
Monitoring and evaluation	%	0.5%	N/A	N/A	100%	100%	100%	-	Complied	
2	Outcomes aligned to Sector Performance Standards									
	A Culture of Scientific innovation									
Increase in number of scientific publications	No.	5%	N/A	65	75	75	75	-	Complied	
Participation and contribution in Academic conferences hosted by the College	No.	1%	N/A	2	3					
3	Global competitiveness of Higher Education									
Centre website content uploaded	%	1%	N/A	100%	100%	100%	100%	-	100%	
Rich files on website	No.	0.5%	41	424	466	424	466			
Hits on Centre website	No.	0.5%	3.6M	5.7m	3.5m	5.7m	3.5m			
Collaborative Programmes with degree regulations and downloadable brochures on website	%	0.5%	N/A	100%	100%	100%	100%	-	100%	

Performance Criteria	Unit	Wgt.	YR -1 (10/11)	Current status YR (0)	Proposed Target for Contract Period (12/13)	QUARTER ONE			COMMENTS
						Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance	
In-links to website	No.	0.5%	N/A	12	14	18	14	4	Complied and exceeded the expectation
Centre's newsletter hosted on the website	No.	2%	N/A	4	3				
Partnerships and linkages	No.	1%	-	6	7	18	7	9	Complied and exceeded the expectation
Facilitate International faculty/high profile personalities/guest speakers	No.	1%	N/A	N/A	3	3	3	-	Complied
Training University Staff in material development	No.	1%	55	70	100	100	100	-	Complied
4 Research and Development									
Develop Management Information System	No.	1%	N/A	N/A	1				
Weights Sub total		40							

Performance Criteria	Unit	Wgt.	YR -1 (10/11)	Current status YR (0)	Proposed Target for Contract Period (12/13)	QUARTER ONE			COMMENTS	
						Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance		
7A	<i>Dynamic/Qualitative</i>									
1	Work Environment	%	2%	75%	79%	80%	80%	80%	-	Complied
2	Employee satisfaction	%	2%	77%	82%	85%	85%	85%	-	Complied
3	Safety measures	%	1%	100%	100%	100%	100%	100%	-	Complied
4	Gender mainstreaming	%	1%	100%	100%	100%	100%	100%	-	Complied
5	Disability mainstreaming	%	1%	100%	100%	100%	100%	100%	-	Complied
Weights Sub total			10							
8A	<i>Corruption eradication</i>									
1	Corruption eradication	%	5%	100%	100%	100%	100%	100%	-	Complied
Weights Sub total			5							
Grand total			100							

The director shall, under this performance contract, be the focal point of the Centre's corporate governance system and shall be responsible for the performance of the Centre.

A. SERVICE DELIVERY INDICATORS

1. Implement Citizens' Service Delivery Charter

The Centre undertakes to fully implement its corporate service delivery charter. This will entail:

- Displaying the charter prominently at the points of entry/service delivery points in both English and Kiswahili, For the purpose of the display, and ease of notice by the customers, the size of the charter shall be three feet in width, and four feet in height, i.e.(3'x4');
- Sensitizing all employees of the Centre and cascading to all levels including the satellite campuses. Display of Service Charter to departments
- Establishing and implementing systems aimed at complying with the commitments and standards in the charter, including maintaining records on service delivery;
- Actual compliance with the commitments and standards as stipulated in the charter, and
- Customizing charter to unique needs of the all our collaborators.

2. Customer Satisfaction

Currently, as per the survey conducted in FY 2011/2012, the satisfaction index is at 76%. In this contract period the Centre undertakes to implement the survey recommendations with a view to improving the customer satisfaction index to 77%. The Centre also undertakes to carry out an internal customer satisfaction survey in the fourth quarter.

3. Service Delivery Innovations

In the YR 2012/13 the Centre undertakes to develop and implement additional two new service delivery innovations as follows:

- Implement online learner support service system
- Digitize and enable electronic access to Bachelors and Masters programmes by distance learning content

B. NON-FINANCIAL INDICATORS

1. Compliance with ISO 9001:2008 standards

In this FY 2012/13 the Centre undertakes to comply 100% with ISO 9001:2008 QMS standards by participating in two (2) internal and one (1) external surveillance audits.

2. Compliance with Statutory Obligations

During the FY 2012/13 the Centre undertakes to enforce and comply fully with all relevant Government and University legislations/regulations.

3. Competency Development

Currently 86% of staff have been trained in various skills such as: Website training, Online Student Management Information System, Pedagogy, e-Learning and minutes writing.

During FY 2012/13, the Centre undertakes to raise the level of competence development to 87%. The activities to address this performance indicator will be the following:

- i. Carry out a Skills/Competence needs assessment
- ii. Address the needs identified by the assessment
- iii. Carry out staff Performance Appraisal

In undertaking Skills/Competence needs assessment, the Centre shall be guided by the "Manual on Managing the Training Function in the Public Service" developed by the Ministry of State for Public Service.

C. OPERATIONS INDICATORS

1. Project Implementation

(i) Vision 2030 flagship projects/Outcomes

In support of the outcomes of Vision 2030, in this contract period the Centre will implement the following two flagship projects falling within domain of centres of excellence.

a) Mount additional programme on Open, Distance and e-Learning (ODeL)

To serve as one of the focal points for e-learning in the country, the Centre undertakes to increase access to academic programmes through mounting **two** additional programmes on ODeL in this contract period.

- o Masters in Education (Educational Administration, Educational Planning, Curriculum Studies, Economics of Education, Sociology of Education, History of Education, Comparative Education)
- o Facilitate the development of Instructional Materials for Master of Arts in Peace Education

The projects will be evaluated through a checklist of the following parameters as indicated in the matrix:-

- i. Project Implementation Road Map will be developed by end of Q1 (30th September) FY 2012/2013
- ii. Detailed project collaboration framework will be developed by end of Q1 (30th September) FY 2012/2013
- iii. Funding model will be designed by end of Q2 (31st December) FY 2012/2013
- iv. Branding/ communication plan will be prepared by end of Q2 (31st December) FY2012/2013. The College also undertakes to develop appropriate vision 2030 signage and banners for its Vision 2030 projects.
- v. Monitoring and evaluation - the College undertakes to submit quarterly reports to the UMB for onward transmission to Vision 2030 Delivery Secretariat (VDS).

2. Outcomes aligned to Sector Performance Standards

- **Increase in number of Scientific Publications/Modules:**
In this contract period the Centre undertakes to produce 75 scientific publications as part of its sustained endeavor in the direction of academic excellence and dissemination research results.
- **Participate in Academic conferences hosted by the College:**
In 2012/2013 the Centre will participate in three (3) academic conferences hosted by the College to share minds as part of its continued effort towards academic excellence, research results dissemination, sharing, and networking.
- **Centre website content uploaded**
The Centre undertakes to ensure that its website content is fully uploaded.
- **Rich files on website**
In the 2011/2012 academic year, the College had 424 rich files on website. In the FY 2012/2013, the Centre undertakes to have 75 abstracts, modules and other academic work on its website.
- **Hits on College Website**

In the FY 2011/2012, the College had 5.7m hits on the website. The Centre undertakes to increase the hits on the Centre Website by 10% in the FY 2012/2013.

- **Percentage of programmes with degree regulations and downloadable brochures on website**

The Centre undertakes to have 100% of the programmes with brochures on degree regulations downloadable on website.

- **Number of In-links to website**

The Centre undertakes to have 5 in-links to its website.

- University of Maryland (UMB)
- University of Colorado
- NASCOP
- K.E.M.U
- Nazarene

- **Number of Departmental newsletter hosted on the website**

The Centre undertakes to have three (3) Newsletters hosted on the website.

- **International faculty/high profile personalities/guest speakers**

In 2012/2013 the Centre undertakes to attract three (3) academically and industry accredited guest lecturer/speakers to share perspectives and enrich the intellectual process.

- **Training University Staff on material development**

In this contract period, the Centre will train 100 University staff on material development

3. Research and Development

In 2012/2013 the Centre undertakes to develop the following R&D product:

- Develop a Management Information System for online Pedagogy and Andragogy training manual.

D. DYNAMIC/QUALITATIVE INDICATORS

1. Work environment:

Currently the work environment index is at 79% as per the survey finding of 2011/12. During the FY 2012/13 the Centre will implement the survey recommendations with a view to increasing the level to 80%. The Centre

will also carry out an internal work environment survey in the fourth quarter.

2. Employee satisfaction Survey:

Currently the employee satisfaction index is at 82% as per the survey finding of 2011/12. During the FY 2012/13 the College will implement the survey recommendations with a view to increasing the level to 85%. The Centre also commits to undertake an internal employee satisfaction survey in the fourth quarter.

3. Safety measures:

During YR 2012/13 the Centre will undertake to enhance the safety measures by addressing all issues relating to the safety of:-

- i. Personnel (steps, fire, smoking and slippery floor warnings)
- ii. Documents Safety (records management training),
- iii. Information and assets security (backups for automated systems, insurance, and safety drills.)

4. Gender Mainstreaming

In 2012/13 the Centre undertakes to address the following activities towards gender mainstreaming:

- Sensitization of all employees on Gender mainstreaming;
- Abide by compliance level of one third gender representation policy on appointments, promotions and employment in the College, as per the constitution;
- Collect sex disaggregated data to guide in planning and programming in the Centre;

8. Disability mainstreaming

The activities to be implemented by the College under this indicator include;

- Establish and operationalize Disability Mainstreaming Committee with membership drawn from Principal's Office, Transport Office & Procurement, member of CMB and, Representative of Persons with Disabilities (PWDs). A Senior Officer will chair the Committee.
- Formulate Disability Mainstreaming Action Plan to ensure that staff are informed on disability related aspects and to empower persons with disabilities.

- Sensitize and train 100 staff on service provision to persons with such disabilities such as mental, physical, visual, deaf, albinism, epilepsy, autism, cerebral palsy, etc.
- Establish structures and systems that ensure persons with disabilities access information and services, e.g. Train staff on sign language, avail brailled materials, ramps, signage, guides, accessible toilets, lifts with visual, audio and ductile features, un-slippery floor, disability friendly vehicles & walkways, accessible parking, etc.
- Ensure 5% of all recruited personnel are persons with disabilities in instances where persons with disabilities apply without sacrificing merit. MDAS should ensure that there is no discrimination in advertising, interviewing, recruitment, volunteerism, internships, training & promotions of PWDs.

E. CORRUPTION ERADICATION INDICATORS

In this contract period the College will undertake to implement the following:

Level	Category	Sub- indicators
1	Anti-Corruption framework	<ul style="list-style-type: none"> • Implement UoN Anti-Corruption Policy (refer to EACC guide) • Operationalize an institutional Code of Conduct • Operationalize Corruption Prevention Committee/Integrity Committee comprised of CMB and HODs • Train Principal, Deans and HODs on corruption risk assessment & management • Train integrity officers on corruption risk assessment and management • Sensitize staff on anticorruption
2	Corruption risk assessment	<ul style="list-style-type: none"> • Undertake corruption risk assessment undertaken • Implement college Corruption Prevention Plan developed, based on a thorough risk assessment of all functional areas of the organization • Put in place channels to facilitate corruption reporting for staff and stakeholders and feedback mechanism on reported cases in place • Provide for preliminary investigation of corruption • Ensure all staff comply with the Code of Conduct by signing an integrity pact • Implement procedure for reporting and managing ethical misconduct cases
3	Implementation of corruption control	<ul style="list-style-type: none"> • Implement corruption prevention strategies to address corruption related risks. • Implement EACC recommendations in systems reviews reports. • Establish mechanisms implemented to address corruption

Level	Category	Sub- indicators
	measures	<p>related audit queries.</p> <ul style="list-style-type: none"> • Adhere to provisions of the PPOA/EACC Corruption Prevention Guide in public procurement process. • Deal with cases of ethical misconduct effectively and promptly. • Disseminate institutional policy position on corruption prevention to service users, suppliers and stakeholders. • Suspend Public officer(s) suspected of corrupt practices to allow room for investigations • Submit quarterly reports to UMB using prescribed format
4	Management commitment to corruption control	<ul style="list-style-type: none"> • Vet College Management • Uphold and promote the principles provided in Chapter Six of the Constitution of Kenya on Leadership and Integrity • Uphold and promote the principles provided for in the institutional Anti-Corruption Policy and the Code of Conduct. • Submit quarterly reports to UMB using prescribed format clearly indicating corruption prevention strategies implemented/ or are ongoing and the outcome, with minutes of the CPC deliberations attached.
		Total Score

ANNEX: III**PROJECTS
Year 2012/13**

	PROJECT NAME	Estimated cost (KShs)	Timeliness	Quality	Relevance	Cost efficiency	Completion rate
(i)	Vision 2030 flagship projects						
	Mount additional programme on Open, Distance and e-Learning modes (ODEL)	5.19M	100%	100%	100%	100%	100%