



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 2013- 30TH JUNE 2014**

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 leading 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 manage the Centre efficiently and effectively
2. To expand the Centres' resource base and enhance productivity
3. To enhance competitiveness of CODL among other providers of higher education by distance mode
4. To contribute to development of society through scientific and technological innovation in open and distance learning
5. To enhance value adding partnerships and collaboration in open, distance and e-learning.
6. To develop open and distance learning academic programmes
7. To enhance teaching and learning using open and distance learning modes

PART II

2 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 2013-2014, 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 ethics.

PART III

3 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

1. 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 20th of the third month of the quarter,
- Final quarterly report by 5th of the month following the end of the quarter
- Annual performance report on 5th July 2014.

PART V

2. DURATION OF THE PERFORMANCE CONTRACT

This Performance Contract will run for a period of 12 months from July 1, 2013 to June 30, 2014.

SIGNED:

COLLEGE OF EDUCATION AND EXTERNAL STUDIES

Prof. Isaac O. Jumba,
Principal

Signature.....

Date

CENTRE FOR OPEN AND DISTANCE LEARNING

Mr. J.O.Odumbe,
Director, CODL

Signature.....

Date

ANNEX I

PERFORMANCE MATRIX

In 2013/2014, 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 2012/13	Proposed Target for Contract Period (13/14)	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%	-	
2	Customer Satisfaction	%	2%	73%	78%	79%	-	-	-	
3	Service delivery innovations	No.	10%	7	2	1	-	-	-	
4	Resolution of public complaints	%	1%	76%	100%	100%	-	-	-	
Weight Sub-total			15							
5A	<i>Non-financial</i>									
1	Compliance with ISO 9001:2008 standards	%	1%	100%	100%	100%	100%	100%	-	
2	Compliance with Statutory obligations	%	1%	100%	100%	100%	100%	100%	-	

Performance Criteria		Unit	Wgt.	YR -1 (10/11)	Current status YR 2012/13	Proposed Target for Contract Period (13/14)	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	1	-	-	-	
	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 2012/13	Proposed Target for Contract Period (13/14)	QUARTER ONE			COMMENTS
						Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance	
Branding/communication plan	%	1%	N/A	N/A	100%			-	Complied
Monitoring and evaluation	%	0.5%	N/A	N/A	100%			-	Complied
2									
Outcomes aligned to Sector Performance Standards									
A Culture of Scientific innovation									
Increase in number of scientific publications	No.	5%	N/A	3	4	75	75	-	Complied
Participation and contribution in Academic conferences hosted by the College	No.	1%	N/A	2	3				
% curricula reviewed as per policy	0.5%	100%	100%	100%	100%				
Number of new odel programmes developed and earmarked	No.	0.3%	6	N/A	3				
% of teaching staff trained in pedagogical and andragogical skills	%	0.5%			100%				
Number of flagship programmes for writing aligned to Vision 2030	No	0.5%	N/A	2	1				
No. of course units with teaching notes on the e-learning platform	No.	0.5%	N/A		93				

Performance Criteria	Unit	Wgt.	YR -1 (10/11)	Current status YR 2012/13	Proposed Target for Contract Period (13/14)	QUARTER ONE			COMMENTS
						Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance	
Increased odel student enrolment	No	0.5%	N/A	N/A		1000			
No. of staff participating in conferences and other academic fora annually	No.	1%	N/A	2	2				
No of papers presented at conferences and other academic fora	No	0,5%	N/A	6	2				
No. of Centre newsletter	No	0.5%	N/A	N/A	1				
No of active MoUs with local regional and international peer institutions	No	0.3%	N/A	8	1				
Centre will participate in all events hosted by the College open to public	No	0.2%	100%	100%	100%				
% update of the CUE report	%	0.5%	N/A	N/A	100%				
Webometrics ranking	No								
No. of referring domains	No	3%	N/a	2	2				
No. of web pages				57	70				
No. of journals papers on institutional repository					6				
No. blogs created					2				

Performance Criteria	Unit	Wgt.	YR -1 (10/11)	Current status YR 2012/13	Proposed Target for Contract Period (13/14)	QUARTER ONE			COMMENTS
						Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance	
Centre will participate in all academic conferences organized by the College				100%	100%				
No. of units on Centre website									
3 Global competitiveness of Higher Education	No								
Centre website content uploaded	%	1%	N/A	100%	100%	100%	100%	-	100%
Rich files on website	No.	0.5%	41						
Hits on Centre website	No.	0.5%							
Collaborative Odel Programmes with degree regulations and downloadable brochures on website	%	0.5%	N/A	100%	100%			-	100%
Centre's newsletter hosted on the website	No.	2%	N/A	N/A	2				
Partnerships and linkages	No.	1%	-	4	4	-	-	-	Complied and exceeded the expectation
Training University Staff in material	No.		55	70	100				

Performance Criteria	Unit	Wgt.	YR -1 (10/11)	Current status YR 2012/13	Proposed Target for Contract Period (13/14)	QUARTER ONE			COMMENTS
						Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance	
development		1%				100	100	-	Complied
4	Research and Development								
	Develop Management Information System for on-line tutoring	No.	1%	N/A	N/A	1			
	Develop dedagogy and andragogy Manual					1			
	Weights Sub total		40						
7A	Dynamic/Qualitative								
1	Work Environment	%	2%	75%	80%	84%	-	-	-
2	Employee satisfaction	%	2%	77%	85%	87%	-	-	-
3	Safety measures	%.	1%	100%	100%	100%	100%	100%	-
4	Prevention of drug and subsistence abuse								
5	Gender mainstreaming	%	1%	100%	100%	100%	100%	100%	-
6	Disability mainstreaming	%	1%	100%	100%	100%	100%	100%	-
	Weights Sub total		10						

Performance Criteria		Unit	Wgt.	YR -1 (10/11)	Current status YR 2012/13	Proposed Target for Contract Period (13/14)	QUARTER ONE			COMMENTS
							Actual for Qtr 1,2,3 and 4	Target for Qtr	Variance	
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.

ANNEX II

NOTES TO THE PERFORMANCE CONTRACT MATRIX

FINANCIAL & STEWARDSHIP

1) Compliance with Set Budget Levels

The Centre undertakes to fully comply with the approved set budgetary level for year 2013/2014.

2) Cost Reduction/Savings

In the 2012/2013 the Centre's internal training of writers and tutors was based on 5 days for tutoring on-line, five days for writers training, 6 days for writers and reviewers training.

During this contract period the Centre will use reduced days of tutoring on-line to be 3 days, writing will take 4 days and review and revision will take five days. This will reduce cost by 2/5th for tutoring 1/5th for writing and 1/6th for review and revision.

3) Utilization of Allocated Funds

During the FY 2012/2013 the Centre utilized 100% of its allocated funds on the programmed activities. During the FY 2013/2014 the Centre still undertakes to utilize its funds 100% on the programmed activities.

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B. 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 of operation. Display of Service Charter to units of operation.

- 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 all our collaborators.

2. Customer Satisfaction

Currently, as per the survey conducted in FY 2012/2013, 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 79%. The Centre also undertakes to carry out an internal customer satisfaction survey in the fourth quarter.

In the year 2013/2014 the Centre undertakes to develop and digitize courseware to enable electronic access to undergraduate and postgraduate programmes in all Colleges.

3. Service Delivery Innovations

In the YR 2013/14 the Centre undertake to develop and implement additional two new service delivery innovations as follows:

- Develop management information system for on-line tutoring
- Develop andragogy and pedagogy tutoring manual

C. NON-FINANCIAL INDICATORS

1. Cascading of Performance Contracts

Since the Centre has not operationalized the sub units due to lack of establishment, it operates as a single unit in undertaking its activities.

The Cascading process, therefore, will be cascading to individual staff in respective of their responsibilities through the Performance Appraisal Systems (PAS).

2. Disposal of Idle Assets

The Centre will undertake to identify unserviceable and obsolete assets and submit the report to the procurement office for subsequent disposal processes.

3. Compliance with ISO 9001:2008 standards

In this FY 2013/14 the Centre undertakes to comply 100% with ISO 9001:2008 QMS standards by participating in two (2) internal and one (1) external surveillance audits in line with the new constitution.

4. Compliance with Statutory Obligations

During the FY 2013/14 the Centre undertakes to enforce and comply fully with all relevant Government and University legislations/regulations and in compliance with the New Constitution.

5. 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 2013/14, 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.

D. 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 one flagship projects falling within domain of centres of excellence.

a) **Mount additional programme on Open, Distance and e-Learning (ODEL) in collaboration with the Department of Educational Studies**

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 **one** additional programme on ODeL in this contract period namely Master of Arts in Peace Education.

- To facilitate the launch the Centre will complete the development and conversion of Instructional Materials for 1st year Master of Arts in Peace Education into e-learning.

The Centre undertakes to develop a detailed project implementation Roadmap in collaboration with the Department of Educational Studies, ICT and e-Learning.

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

- i. Project Implementation Road Map will be developed by end of Q1 (30th September) FY 2013/2014
- ii. Detailed project collaboration framework will be developed by end of Q1 (30th September) FY 2013/2014
- iii. Funding model will be designed by end of Q2 (31st December) FY 2013/2014
- iv. Branding/ communication plan will be prepared by end of Q2 (31st December) FY2013/2014. The Centre also undertakes to develop appropriate vision 2030 signage and banners for its Vision 2030 project.
- v. Monitoring and evaluation - the Centre 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 100 publications/modules as part of its sustained endeavor in the direction of academic excellence and dissemination research results.
- **Percentage of Curricula reviewed as per policy**
In this contract period the Centre undertakes to have 100% review of curricula review of the respective course units before using them in the development of instructional material as per policy.
- **No. of new curricula developed and benchmarked**
In this contract period The Centre in collaboration with Schools/Faculties/Institutions will develop and benchmark four (4) programmes.
- **Percentage of teaching staff trained in pedagogical and andragogical skills**
In this contract period the Centre undertakes to have 100 academic staff trained on instructional materials development and tutoring in line with odel on pedagogical and androgogical skills.
- **Number of students enrolled in science and agriculture**
In this contract period the Centre undertakes to enrol 50 more students in science and agriculture.

- **Number of flagship programmes aligned to Vision 2030**
In this contract period the Centre undertakes to mount **one (1)** additional flagship programme aligned to Vision 2030.
- **Number of course units with teaching notes on the e-learning platform**
In this contract period the Centre undertakes to have **93** course units on the e-learning platform.
- **Number of programmes in odel**
In this contract period the Centre undertakes to have the following **three (3)** programmes in odel.

Master of Arts in Peace Education
Master in Science Public Health Economics
Post Graduate Diploma in Energy Management
- **Increased odel student enrolment**
In this contract period the Centre in collaboration with Schools/Faculties and Institutes will undertake to have **1000** more students enrolled on odel.
- **Hits on Centre website**
In the FY 2012/2013 the Centre had 762,990 hits on the website. In this contract period, the Centre undertakes to have at least 800,000 hits on the Centre website.
- **Number of journal/Newsletter publications produced annually**
In the contract period 2013/2014 the Centre undertakes to have **one (1)** newsletter published twice a year.
- **Number of staff participating in conferences and other academic fora annually**
In the contract period 2013/2014 the Centre undertakes to have 2 staff participating in conferences and other academic fora annually.
- **Number of papers presented at conferences and other academic fora annually**
In the contract period 2013/2014 the Centre undertakes to have 2 papers presented at conferences and other academic fora.
- **Number of active MoUs with local, regional and international peer institutions**
In the contract period 2013/2014 the Centre undertakes to have **one (1)** active MoU with local or regional and International peer institutions.

- **Number of events by the University open to public**
In this contract period 2013/14 the Centre undertakes to participate in all events hosted by the College open to the public.
- **Number of initiative with neighbours**
In the contract period 2013/2014 the Centre undertakes to participate in the initiatives with neighbours organized by the College.
- **Percentage update of College CUE report**
In this contract period the Centre undertakes to carry out 100% quarterly review of the CUE report on aspects related to odel.

Webometric ranking

- **Number of backlinks**
In the 2012/2013 contract period the Centre achieved 1 backlinks. In the FY 2012/2013, the Centre undertakes to achieve (1) backlinks in the FY 2013/2014.
- **No of referring domains .**
The Centre undertakes to achieve 4 referring domains.
- **Number of web pages**
In the contract period 2012/2013 the Centre achieved 57 web pages. During the FY 2013/2014 the Centre undertakes to achieve 70 web pages.
- **Number of journals paper on institutional repository**
In the FY 2012/2013 the Centre achieved 10 journals on institutional repository. During the FY 2013/2014, the Centre undertakes to achieve 6 journals papers on institutional repository.
- **Number of blogs created**
During the FY 2013/2014 the Centre undertakes to achieve 2 blogs
- **Participate in Academic conferences hosted by the College and the University:**
In 2013/2014 the Centre will participate in all academic conferences hosted by the College or other institutions to share minds as part of its continued effort towards academic excellence, research results dissemination, sharing, and networking in Open and Distance Education.
- **Centre website content uploaded**
The Centre undertakes to ensure that its website content is fully uploaded.

- **Rich files on website**

In the 2012/2013 academic year, the Centre had **74** rich files on website. In the FY 2013/2014, the Centre undertakes to have additional **93** abstracts or modules and other academic work on its website.

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

The Centre undertakes to have 100% of the Odel programmes organised in collaboration with the Schools and Faculties 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.

- Laikipia University
- Rongo University College
- Maseno e-Campus
- Cooperative College of Kenya

- **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 2013/2014 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 to be further converted into e-Learning Mode.

3. Research and Development

In 2013/2014 the Centre undertakes to develop the following R&D products:

1. Develop a Management Information System for online Pedagogy and Andragogy in collaboration with Com-Tech.
2. Training manual for on-line learner support.

E. DYNAMIC/QUALITATIVE INDICATORS

1. Work environment:

Currently the work environment index is at 82% as per the survey finding of 2012/13. During the FY 2013/14 the Centre will implement the survey

recommendations with a view to increasing the level to 84%. 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 85% as per the survey finding of 2012/13. During the FY 2013/14 the Centre will implement the survey recommendations with a view to increasing the level to 87%. The Centre also commits to undertake an internal employee satisfaction survey in the fourth quarter.

3. Safety measures:

During YR 2013/14 the Centre will undertake to enhance the safety measures by addressing all issues relating to the safety of:-

Personnel (steps, fire, smoking and slippery floor warnings)

- i. Documents Safety (records management training),
- ii. Information and assets security (backups for automated systems, insurance, and safety drills.)

4. Prevention of Alcohol and drug abuse

In 2013/2014 the Centre undertakes to participate in College activities aimed at reducing the prevalence of alcohol and drug abuse and minimizing the negative effects thereof.

5. Gender Mainstreaming

In 2013/14 the Centre undertakes to participate in the College activities towards gender mainstreaming.

6. Disability mainstreaming

The Centre undertakes to participate in College activities and comply with the requirement from the College Disability Mainstreaming Committee.

F. CORRUPTION ERADICATION INDICATORS

In this contract period the Centre 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 &

Level	Category	Sub- indicators
		<p>management</p> <ul style="list-style-type: none"> • 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 measures	<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 related audit queries. • 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 2013/14

	PROJECT NAME	Estimated cost (KShs)	Timeliness	Quality	Relevance	Cost efficiency	Completion rate
(i)	Vision 2030 flagship projects						
	Mount one additional programme on Open, Distance and e-Learning modes (ODeL) in collaboration with School of Continuing and Distance Education, e-Learning and ICT.	2.5M	100%	100%	100%	100%	100%