



# **UNIVERSITY OF NAIROBI**

## **UNIVERSITY OF NAIROBI VISION MISSION AND CORE VALUES: PRESENTATIONS BY PROF. PETER M. F. MBITHI DURING THE SEMINAR FOR SENIOR SECRETARIES HELD ON 27<sup>TH</sup> JUNE 2007**

### **A. SERVICE DELIVERY CHARTER**

- It is now acknowledged within the public sector, that it is the right of every citizen to obtain quality service in public institutions.
- It is also the citizen's right to be served professionally, efficiently and courteously in every public institution.
- Towards this end, all public institutions have developed Service Delivery Charters and are required to display them prominently in offices.

### **What is a Service Delivery Charter?**

A Service Delivery Charter is a document that:-

- Outlines the services a public institution provides;
- Informs on how long it takes to get the service;
- Indicates how much the service costs, mode of payment and exceptions if any;
- Informs on what you are required to fulfill in order to served, e.g. documents required, etc.

- Informs on what you are required to do in the event that you are not satisfied with the service provided.

### **Why the Service Delivery Charter?**

- It improves accountability and transparency on the part of public officers;
- Helps to convert the taxes you pay into quality goods and services;
- Helps in eradication of corruption in public offices;
- Enhances excellence in customer service.

The University of Nairobi launched its Service Charter in early 2006. Among the key areas of the Service Charter are the following

### **Principals of Service Delivery**

In our service delivery we pledged to:

- Serve our clients with dignity, courtesy and respect;
- Uphold high standards of service
- Provide services with diligence and integrity at all times;
- Utilize resources prudently to attain best value for our clients, partners and other stake holders;
- Embrace dynamism and innovative practices through continuous improvement of systems and processes;
- Uphold transparency and accountability at all times;
- Espouse the principles of natural justice at all times;
- Discharge our duties with enthusiasm and total commitment;
- Perform our duties professionally and ethically;
- Maintain appropriate confidentiality; and
- Be effective and efficient

## **Commitment to Service Delivery**

In our service delivery, have pledged to our clients thus:

- Students admitted to the University shall receive admission letters two (2) months prior to reporting date;
- Upon admission, a student shall be issued with clear guidelines on academic programmes on offer, examination rules, fees structure, student support services and disciplinary procedures;
- All lectures shall be conducted fully and on time, as per approved timetables;
- The main library, college/faculty libraries shall be open from 8.00 a.m. to 10.00 p.m. on weekdays and 8.00 a.m. to 5.00 p.m. on Saturdays;
- Graduation ceremonies shall be held on schedule;
- University certificates shall be issued within three (3) months after graduation while transcripts will be issued within two (2) weeks upon application;
- The University calendar shall be published every academic year;
- The process of recruitment and promotion shall be completed within three (3) months, from advertisement to issuance of letter of appointment;
- Staff performance appraisal shall be conducted annually;
- Disciplinary cases for both staff and students shall be completed within a period of 30 days;
- The Finance Department shall observe all financial regulations and procedures, ensure adherence to budgetary provision and process payments expeditiously;
- Procurement of goods and services shall be done expeditiously, and in line with the University and government procurement regulations;
- The University bookshop shall be open from 9.00 a.m. to 6.00 p.m. on weekdays, and 8.00 a.m. to 1.45 p.m. on Saturdays;
- University clinics shall remain open and appropriate services will be offered from 8.00 a.m. to 6.00 p.m. plus night emergency services from

- 6.00 p.m. to 8.00 a.m. The mobile clinic shall open between 5.00 p.m. to 10.00 p.m. on week days and 8.00 a.m. to 4.00 p.m. on Saturdays;
- Sports and games facilities and equipment shall be up-to-date and well maintained;
  - Transport shall be provided on time, as per approved requests;
  - All telephone calls will be attended to within thirty (30) seconds;
  - Quality ICT services of international standards shall be provided to students and staff;
  - We shall maintain clean, safe and pleasant physical facilities;
  - Routine correspondence shall be replied to within 14 days from the date of receipt.

As front office workers, the University expects its secretaries to be at the fore front in espousing the principles of Service Delivery at quoted above, and also work in such a manner and with such commitment as to facilitate the University to fulfill the commitments to service deliver as quoted in the Service Charter.

## **PERFORMANCE CONTRACTING**

As part of its efforts to improve service delivery, the Government has introduced Performance Contracts in the management of the public service.

A performance Contract is an agreement between the Government and the management of a public institution specifying expected levels of performance to be achieved. It is therefore a management tool for ensuring accountability for results by public officials, because it measures the extent to which they achieved targeted results.

Signing a performance contract commits a public official to perform to, or beyond the expected levels. This holds public officials accountable for results and therefore helps in converting citizens' tax money into goods and services effectively and efficiently. It also creates transparency in the management of public resources.

The University of Nairobi, through the University Council, has been on performance contract with the Government, through the Ministry of Education since year 2005/2006. The latest performance contract for 2007/2008 was signed on 14 June 2007.

### **Why Performance Contracts**

Performance Contract emanate from the realization by the Government that many public institutions are not clear about their goals; or They develop and aim at the wrong goals. This results in:

- Poor; or,
- Declining Performance; and,
- Poor Service delivery

### **Advantages of Performance Contract**

- Assists in focusing of results;
- Clarifies goals and objectives;
- Defines obligations and responsibilities of the parties to the contract;
- Measures extent of achievement of each objective.

The act of defining performance measures clarifies expectations of both the public and other stakeholders on the public institutions.

### **Performance Contract Vs. Employment contract**

- The employment Act (Cap 226) provides that an employer may employ a person to carry out specified tasks, duties and responsibilities and the employee will be paid an appropriate remuneration.
- A performance Contract on the other hand presumes the existence of an employment contract.
- A Performance Contract specifies key results areas, and expected performance targets.
- It provides for measurement of performance on each specified performance criteria.
- Performance Contracts therefore define and clarify what the employer expects of the employee. They do not replace employment contracts.
- Performance Contracts interface with employment contracts only to the extent of application of incentives or sanctions

### **Strategic Plan**

The basis of designing a Performance Contract is the Strategic Plan. The importance of the Strategic Plan is that it defines the institutions:

- Current situation;
- Where institution intends to go;
- How it will get there;
- What needs to be done; and,
- Who will do what and when.

As you may be aware, the University's performance contracts are currently being driven by its 2005-2010 Strategic Plan.

As front office operators and therefore key personnel in service delivery, you are expected to assist the university in realization of its targets and objects as spelt out in both the performance Contract and also the Strategic Plan. The Government and public institutions are keen to ensure citizens get quality service and in this connection our clients are encouraged (indeed duty bound) to:

- Demand excellent service as a right (Huduma Bora ni Haki Yako).
- Not to pay a bribe or overpay to receive a service.
- Demand accountability for results by all public officials.
- Where service falls below expectations, to refer to the Service Delivery Charter for the office to report for redress,
- To fully participate in customer satisfaction surveys.

Since 2006/2007 the University put its colleges and SWA on performance contract. This will cascade to the other Main, Central departments in 2007/2008. It is intended that within a few years, all our employees will not only be on employment contract, but will also be on performance contract.