



## Opening Statement

by Prof. Mabel Imbuga PhD, EBS

Acting Vice Chancellor

Jomo Kenyatta University of Agriculture and Technology

during

a Strategic Planning and Performance Contracting review workshop

January Friday 14 2011

Utalii Hotel Nairobi

Director DIPCA – Dr Wesonga,  
Heads of Sections Represented,  
Performance contracting representatives,  
Ladies and Gentlemen,

It gives me great pleasure to join you this morning as you embark on the day long task aimed at appraising the status of Strategic Plan and Performance Contracting. When I received invitation by the Director DIPCA, I readily accepted to be here and in a measure be a part of the deliberations that will be done here. Decisions and strategies arrived at in such a forum could have positive impact on the overall performance of the university and this of course is one of the main goals of my tenure in office.

As you may all be aware, immediately, revision of the JKUAT Strategic Plan 2004 – 2014 was my earliest assignment that I embarked on as soon as I assumed the office of Vice Chancellor. My idea was to ensure the document was responsive to the national goals and aspirations, as envisaged in Vision 2030 and other government policy documents. The resulting strategic plan 2009-2012 is the subject of our discussion today. This workshop brings together diverse offices which work together towards the fulfillment of the corporate vision.

A few years ago, The Directorate of Performance Contracting and Appraisal (DiPCA) was established and tasked with the responsibility of extracting annual Performance Contracting targets for JKUAT from the Strategic Plan for implementation. In so doing DiPCA cascades the annual contracts to responsible units within the university. In evaluating the Performance Contracting in the University, we are in effect evaluating how well the Strategic Plan is being implemented. This relationship between Performance Contracting and Strategic Plan is the basis of today's workshop and this will be highlighted by the presentations today.

Allow me to make some observations about Performance Contracting in JKUAT to date. It is generally understood that the university agreed to comply with government policy on the utilization of performance contracts as a medium of implementation of our strategic plan. DIPCA informs me that the process has been cascaded to the level of departmental heads, and is currently being implemented to cover individual workers. I am aware that the process initially faced resistance mainly from our Unions but I am pleased to note that the situation has now subsided following concerted sensitization programme.

You are aware that since; we as a university embraced the practice of Performance Contracting, and also implemented the Quality Management System (ISO 9000:2008); efficiency in all facets of university processes has improved markedly. The University ranking among state corporations has improved consistently from 76 to 22 in the year 2008/2009. And while the results for the 2009/2010 have not been released, as is usually the case in November of every year, we expect marked improvement in terms of ranking

among state corporations and public universities, when they are finally released. I desire that we build on these gains and seek continual improvement. On my part, I pledge to support you and the entire university staffers to ensure successful implementation of the project.

At the end of your meeting, I expect that you will evaluate the status to cover the 2009-2012 Plan implementation periods. You would also be able to identify the challenges and propose the way forward. Similarly, on the Performance Contracting front, I expect you to strategize on how best to efficiently implement the process next year, collate evidence in the required format and indeed cause a Performance Contracting culture change in JKUAT. I look to a future where Performance Contracting will be implemented willingly and with pleasure in future with all sections and individuals seeking to over-perform negotiated targets with delight.

Without taking much of your time, I would finally thank you for finding time to travel from as far as Taita Taveta, Nairobi campus, Karen etc to attend this important workshop. I wish you fruitful deliberations.

It is now my pleasant duty to declare this workshop on evaluating Performance Contracting and Strategic Plan officially open.

Thank you