

The Effectiveness of Performance Contracting in Service Delivery in Public Universities in Kenya

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Abstract

The concept of performance contracting was mooted by the government of Kenya for effective and efficient achievement of set targets in the public service. All public institutions are expected to set performance targets and indicators for their achievement. The introduction of performance contracting in public universities is an effort to institute a framework of accountability and enhance service delivery in Kenya. Though difficult and challenging to implement, performance contracting leads to higher levels of performance through periodic monitoring and evaluation of performance targets. The main objective of carrying out this study was to determine the effectiveness of performance contracting and ways of improving its implementation and measurement in Kenyan public universities. The study was carried out in public universities and targeted staff in various cadres as respondents. The researchers employed descriptive survey design where questionnaires were administered. Stratified random sampling was used in a sample size of 80 respondents. The findings indicate that performance contracting has not been cascaded to all staff members, only a quarter of the staff had signed performance contracts. However, public universities have made moderate achievements in the entire performance contract indicators. The major challenge that affects the performance contracting process is the low level of coordination. The study recommends that the performance monitoring and evaluation unit be strengthened in order to carry out its mandate effectively and departmental performance contract coordinators be appointed. Also, a clear reward and sanctions scheme is put in place to inculcate a competitive culture in public universities. The study further recommends sensitization and training of university staff to demystify performance contracting. The process should be more inclusive by involving all stakeholders.

Performance Contracting And Service Delivery Case Of Moi University

AW Chickering



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Table of Contents Performance Contracting And Service Delivery Case Of Moi University

1. Understanding the eBook Performance Contracting And Service Delivery Case Of Moi University
 - The Rise of Digital Reading Performance Contracting And Service Delivery Case Of Moi University
 - Advantages of eBooks Over Traditional Books
2. Identifying Performance Contracting And Service Delivery Case Of Moi University
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Performance Contracting And Service Delivery Case Of Moi University
 - User-Friendly Interface
4. Exploring eBook Recommendations from Performance Contracting And Service Delivery Case Of Moi University
 - Personalized Recommendations
 - Performance Contracting And Service Delivery Case Of Moi University User Reviews and Ratings

- Performance Contracting And Service Delivery Case Of Moi University and Bestseller Lists
- 5. Accessing Performance Contracting And Service Delivery Case Of Moi University Free and Paid eBooks
 - Performance Contracting And Service Delivery Case Of Moi University Public Domain eBooks
 - Performance Contracting And Service Delivery Case Of Moi University eBook Subscription Services
 - Performance Contracting And Service Delivery Case Of Moi University Budget-Friendly Options
- 6. Navigating Performance Contracting And Service Delivery Case Of Moi University eBook Formats
 - ePub, PDF, MOBI, and More
 - Performance Contracting And Service Delivery Case Of Moi University Compatibility with Devices
 - Performance Contracting And Service Delivery Case Of Moi University Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Performance Contracting And Service Delivery Case Of Moi University
 - Highlighting and Note-Taking Performance Contracting And Service Delivery Case Of Moi University
 - Interactive Elements Performance Contracting And Service Delivery Case Of Moi University
- 8. Staying Engaged with Performance Contracting And Service Delivery Case Of Moi University
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Performance Contracting And Service Delivery Case Of Moi University
- 9. Balancing eBooks and Physical Books Performance Contracting And Service Delivery Case Of Moi University
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Performance Contracting And Service Delivery Case Of Moi University
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Performance Contracting And Service Delivery Case Of Moi University
 - Setting Reading Goals Performance Contracting And Service Delivery Case Of Moi University
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Performance Contracting And Service Delivery Case Of Moi University
 - Fact-Checking eBook Content of Performance Contracting And Service Delivery Case Of Moi University
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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