



REPUBLIC OF KENYA

**COUNTY GOVERNMENT OF TANA RIVER PERFORMANCE
CONTRACT BETWEEN**

**THE COUNTY EXECUTIVE COMMITTEE MEMBER,
DEPARTMENT OF ROADS, TRANSPORT, PUBLIC
WORKS, HOUSING AND URBANIZATION**

AND

**THE COUNTY CHIEF OFFICER, DIRECTORATE OF
ROADS, TRANSPORT AND PUBLIC WORKS.**

FOR THE PERIOD

1ST JULY 2025 TO 30TH JUNE 2026



PREAMBLE

This Performance Contract (hereinafter referred to as "Contract") is entered into between the County Government of Tana River (hereinafter referred to as ("CG") represented by H.E. the Governor of P.O. Box 29- 70101 Hola (together with its assignees and successors) of the one part, and the County Executive Committee Member, County Department of Roads, Transport, Public Works, Housing and Urbanization (hereinafter referred to as the "the CECM), (together with its assignees and successors) of P.O. Box 29- 70101 Hola of the other part.

WHEREAS:

The County Government is committed to ensuring that public offices are well managed and they are effective in delivering quality services to the public in line with provisions of the Constitution of Kenya;

The County Government recognizes that the Department of Roads, Transport, Public Works, Housing and Urbanization hold a key role in the implementation of the County priorities in order to improve the quality of life of the citizens and contribute to making Kenya globally competitive;

The purpose of this Performance Contract is to establish the basis for ensuring that efficient and effective services are delivered to the people of Tana River County in line with the provisions of the Constitution. The County Department of Roads, Transport, Public Works, Housing and Urbanization is required to adopt systems that enable innovativeness and adaptability of public services to the needs of users through digitalization of services.

This Performance Contract, therefore, represents a basis for continuous performance improvement that meets the needs and expectations of the County residents.

Therefore, the parties hereto agree as follows:

Part I: Statement of Responsibility by the CECM

The Mandate of the Department of Roads, Transport, Public Works, Housing and Urbanization as per the Executive Order No. 1 of 2022 is to: Facilitate provision of necessary infrastructure and related services to other County Departments; Provide an enabling environment for provision of affordable housing; Improve urban management in the County; Construct and maintain buildings and other public works in the County; Ensure effective and efficient use of County vehicles; Increase, maintain and rehabilitate road network in the County; Formulate and implement policies and regulations on roads, transport, public works, housing, and urbanization in the County.

It is my responsibility to provide the required leadership in designing suitable plans and strategies that will deliver the desired goals and contribute to high and sustainable socio-economic development.

It is also my undertaking that I will perform my responsibilities diligently and to the best of my abilities to support the achievement of the agreed performance targets.

Part II: Vision Statement, Mission Statement and Strategic Objectives

a) Vision Statement

An excellent provider of reliable, sustainable, cost-effective infrastructure, housing and urban development services.

b) Mission Statement

To provide efficient and reliable infrastructure through construction, rehabilitation, modernization and effective management of urban centers for sustainable socio-economic development.

c) Strategic Objectives

- i) To enhance infrastructure development and maintenance.
- ii) To promote affordable housing initiatives.
- iii) To strengthen urban management systems.
- iv) To optimize fleet and resource management.

- v) To formulate and implement policies for sectoral growth.

Part III: Statement of Strategic Intent by the CECM

In carrying out my duties, I intend to put all my efforts towards contributing effectively and efficiently to the achievement of the County development agenda as espoused in the Kenya Vision 2030 and CIDP III, keeping in mind the specific priorities of the Department of Roads, Transport, Public Works, Housing and Urbanization.

Bearing in mind the imperative of inclusivity, I will implement the following Strategic Intent during the Contract Period:

- i) Construct, maintain, and rehabilitate road networks, public buildings, and other essential infrastructure to support county development;
- ii) Create an enabling environment for affordable and accessible housing through strategic policies, partnerships, and resource mobilization;
- iii) Improve urban planning, governance, and service delivery to foster sustainable urban development and better living standards;
- iv) Promote effective and efficient utilization, maintenance, and management of County vehicles to support service delivery across Departments; and
- v) Develop and enforce policies and regulations on roads, transport, public works, housing, and urbanization to drive coordinated and sustainable development in the County.

Part IV: Commitments and Obligations of the County Government

- i) Acknowledgement of receipt of correspondence and approval of requests are made within the timelines stipulated in the Citizens' Service Delivery Charter.
- ii) Release of budgetary allocation within three (3) days after exchequer receipt.

Part V: Reporting Requirements

The County Department of Roads, Transport, Public Works, Housing and Urbanization commits to submit quarterly and annual performance reports in the prescribed format to the designated agencies with copies to Council of Governors as specified in *Section 2.9.3* of the County

Governments Performance Contracting Guidelines for the purpose of monitoring progress and annual performance evaluation.

Part VI: Duration of the Performance Contract

This Performance Contract will run for one Financial Year from 1st July, 2025 to 30th June, 2026.

Part VII: Signatories to the Performance Contract

For and on behalf of the County Directorate of Roads, Transport and Public Works

Signature  Date 11-12-2025

**JEREMIAH GIJO HIRIBAE
COUNTY CHIEF OFFICER
DIRECTORATE OF ROADS, TRANSPORT AND PUBLIC WORKS**

For and on behalf of the Department of Roads, Transport, Public Works, Housing and Urbanization

Signature  Date 11-12-2025

**ENG.STEPHEN WACHIRA KARIUKI
THE COUNTY EXECUTIVE COMMITTEE MEMBER,
DEPARTMENT OF ROADS, TRANSPORT, PUBLIC WORKS, HOUSING AND
URBANIZATION**

**ANNEX I: PERFORMANCE CONTRACT MATRIX FOR THE DEPARTMENT OF
ROADS, TRANSPORT, PUBLIC WORKS, HOUSING AND URBANIZATION**

S/No.		Performance Criteria and Indicators	Unit of Measure	Weight (%)	Baseline/ Status FY 2024/25	Annual Target FY 2025/26
A		Financial Stewardship				
	A1.	Absorption of Allocated Funds (GoK)	%	3	87	100
	A2.	Absorption of Externally Mobilized Resources	%	2	100	100
	A3.	Absorption of Development Funds	%	2	77.38	100
	A4.	Appropriation-in-Aid	Kshs	1	100	100,000,000
	A5.	Pending Bills Ratio	%	2	9.9	≤ 1
		Weight Sub-Total		10		
B		Service Delivery				
	B1	Implementation of Citizen Service Delivery Charter	%	3	61.66	100
	B2	Digitalization of Government Services	%	3	65	100
	B3	Resolution of Public Complaints	%	2	30	100
		Weight Sub-Total		8		
C		Institutional Transformation				
	C1.	Development of County Planning Framework	%	3	70	100
	C2.	Competence Development	%	3	40	100
	C3.	Knowledge Management	%	2	20	100
	C4.	Cascading of Performance Contracts	%	2	100	100
		Weight Sub-Total		10		
D		Core Mandate				
	D1.	Road Network Developed	%	13	100	100
	D2.	Public Transport Services Enhanced	%	5	100	100
	D3.	Public Works Initiatives Undertaken	%	8	60	100
	D4.	Urbanization Programs Enhanced	%	7	97.3	100
	D5.	Bills of Quantities and Tender Documents Prepared	Time (Days)	4	N/A	30

	D6.	County Projects Supervised	%	3	100	100
	D7.	Fire Fighting Services Enhanced	%	3	100	100
	D8.	Revenue Collection	Kshs.	4	10,074,039.57	19,808,872.00
	D9.	Ease of Doing Business	%	2	20	100
	D10.	Disaster Management	%	2	100	100
	D11.	Customer Satisfaction	%	2	100	100
	D12.	Youth Empowerment Initiatives	%	2	37.5	100
	D13.	Project Completion Rate	%	2	87	100
	D14.	Productivity Improvement	%	3	N/A	100
		Weight Sub -Total		60		
E		Governor's Directives				
	E1	Governor's Directive's Directives Implemented	%	2	N/A	100
		Weight Sub-Total		2		
F		Affirmative Action in Government Procurement				
	F1	Access to Government Procurement Opportunities	Kshs	2	80,945,640.70	254,786,950
	F2	Promotion of Local Content in Procurement	Kshs	2	250,049,373.00	339,715,934
		Weight Sub-Total		4		
G		Cross-Cutting Issues				
	G1	Youth Internships/Industrial Attachments/Apprenticeships	No	1.5	35	40
	G2	Work Environment	%	1.5	80	100
	G3	Compliance with Statutory Obligations	%	1	100	100
	G4	Asset Management	%	2	30	100
		Weight Sub-Total		6		
		Overall Total Weight		100		

ANNEX II: EXPLANATORY NOTES FOR THE PERFORMANCE TARGETS

A. FINANCIAL STEWARDSHIP

A1. Absorption of Allocated Funds (GoK)

The CECM commits to absorb 100% of the Department's total budget of Kshs. 949,437,811.00, comprising the Recurrent Budget of Kshs. 100,147,976.00 and Development Budget of Kshs. 849,289,835.00 for programs, projects and activities for which they were appropriated and planned for.

A2. Absorption of Externally Mobilized Resources

The CECM commits to absorb 100% of the Externally Mobilized Resources totalling to Kshs. 259,459,630.00 from Kenya Roads Board for the rehabilitation of roads in the County.

A3. Absorption of Development Funds

The CECM commits to absorb 100% of the total Development Budget of Kshs. 849,289,835.00 for programs, projects and activities for which they were appropriated and planned for.

A4. Appropriation-in-Aid

The CECM commits to mobilise resources in Cash and in Kind amounting to Kshs 100,000,000.00 from Development Partners to complement the Departmental Budget.

A5. Pending Bills Ratio

The CECM commits to ensure that there will be no pending bills and if any, it will not exceed 1% of the actual budgetary allocation of Kshs. 1,208,897,441.00, inclusive of the externally mobilized funds translating to Kshs. 12,088,974.41.

B. SERVICE DELIVERY

B1. Implementation of the Citizens' Service Delivery Charter

The CECM shall clearly communicate the service delivery standards to progressively improve customer experience (access, cost and turn-around time for the services). During the FY 2025/2026, the CECM commits to the following:

- i) Citizens' Service Delivery Charter displayed prominently at key entry/service delivery points in both English and Kiswahili using the prescribed format. For the purpose of visibility and legibility by the customers, the size of the Charter will at the minimum, be three feet in width and four feet in height, with clearly visible font size of the contents (10%);
- ii) Citizens' Service Delivery Charter cascaded to all levels including customizing the Charter

- at the Directorates and Sub-counties by factoring realistic service turn-around timelines (10%);
- iii) Citizens' Service Delivery Charter customized to unique needs and convenient access of the customers by among others, providing mechanisms for sign language, providing audio recordings and uploading the Charter on the County website (20%);
- iv) All staff sensitized on the contents of the Citizens' Service Delivery Charter (10%); and
- v) Conformity with commitments and standards in the Citizens' Service Delivery Charter ensured by establishing compliance to the commitments stipulated in the Charter through undertaking quarterly monitoring, analyzing and compiling compliance quarterly reports (50%).

B2. Digitalization of Government Services

The CECM commits to accelerating the adoption of ICT solutions to provide easy access, convenience and efficiency in service delivery by undertaking the following:

- i) Customer-facing and back-office services identified and prioritized for Business Process Re-engineering (BPR) (10%);
- ii) Business processes for at least 25% of the prioritized services re-engineered (45%);
- iii) At least 25% of the re-engineered services digitalized (25%); and
- iv) Digitalized customer facing services on-boarded onto county online platforms where applicable (20%).

B3. Resolution of Public Complaints

During the FY 2025/2026, the CECM commits to promptly resolve public complaints referred to the Department directly or channelled through other sources by undertaking the following:

- i) Resolution of all complaints received (60%);
- ii) Requests on access to information received processed (20%); and
- iii) Quarterly reports on the resolution of complaints and the processing of requests on access to information submitted to the Office of the County Secretary, for onward submission to the Commission on Administrative Justice (CAJ) (20%).

C. INSTITUTIONAL TRANSFORMATION

C1. Development of County Planning Framework

During the FY 2025/2026, the CECM commits to develop the following planning frameworks:

- i) Annual Development Plan, in collaboration with the Department of Finance and Economic Planning (30%);

- ii) Annual Work Plan (30%); and
- iii) Transport Framework (40%).

C2. Competence Development

The CECM is committed to the systematic enhancement of skills and proficiencies in order to address the career progression of individual employees and improve institutional performance. In this regard, the CECM commits to the following:

- i) Interventions to address the identified skills gaps and training needs implemented through training, coaching and mentoring (60%); and
- ii) Employee Performance Management through;
 - a) Individual employees' annual performance targets for the FY 2025/26 set using the prescribed format by 31st July, 2025 (10%);
 - b) Staff Performance Appraisal for all employees undertaken and an appraisal report for the FY 2024/25 compiled by 31st August, 2025 (15%); and
 - c) An action plan developed and the recommendations emanating from the staff appraisal reports implemented (15%).

C3. Knowledge Management

During the FY 2025/2026, the CECM commits to the following:

- i) Participation in the development of County Policy on Knowledge Management to be spearheaded by the Office of the Governor (40%);
- ii) Participation in the County baseline survey on the level of Knowledge Management awareness and capacity needs assessment to be spearheaded by the Office of the Governor (40%); and
- iii) Participation in the development of Knowledge Management action plans with appropriate monitoring and reporting framework spearheaded by the Office of the Governor (20%).

C4. Cascading of Performance Contracts

During the FY 2025/2026, the CECM commits to cascade the first-level Performance Contract as follows:

- i) CECM to sign PC with County Chief Officers (20%);
- ii) County Chief Officers to sign PC with the County Directors (30%); and
- iii) County Directors to sign SPAS with the rest of the staff (50%).

D. CORE MANDATE

D1. Road Network Developed

The CECM commits to increase the road network connectivity in the County by undertaking the following:

- i) 60 Km of new roads opened (20%);
- ii) 100 Km of existing roads rehabilitated and maintained (20%);
- iii) 30 Km of roads murramed (20%); and
- iv) 200 lines of culverts constructed (10%).
- v) Pedestrian walkways constructed at Bura (10%)
- vi) Drainage works undertaken at Bura and Madogo (20%)

D2. Public Transport Services Enhanced

The CECM commits to promote sustainable public transport services by undertaking the following:

- i) National Transport Policy customized (20%);
- ii) Two community-based road safety campaigns conducted (20%);
- iii) Road signage improved and traffic regulations enforced in collaboration with relevant agencies (10%); and
- iv) Insurance cover for all County vehicles provided (20%).
- v) Airstrip constructed at Daba to 51% completion rate (30%)

D3. Public Works Initiatives Undertaken

During the FY 2025/26, the CECM commits to deliver impactful public works initiatives that enhance infrastructure, support County development goals and improve service delivery by undertaking the following:

- i) County Government buildings constructed and rehabilitated (30%);
 - a) County Headquarters completed to 90%;
 - b) Deputy Governor's residence completed to 100%.
- ii) Green building technology incorporated in new buildings (20%);
- iii) 50% of County Government buildings maintained (20%); and
- iv) National and County safety building and environment codes complied with (30%).

D4. Urbanization Programs Enhanced

During the FY2025/26, the CECM commits to the following:

- i) Eight (8) high mast lights constructed and installed in Bangale, Sala, Hurara, Kilindini, Majengo and Galole Model School(30%);
- ii) Three (3) Km of solar street lights constructed and installed at Chardende, Kipini & Wenje (30%);

- iii) Environmental sustainability – green spaces within urban centers set up (10%); and
- iv) 20 Boda Boda sheds constructed (30%).

D5. Bills of Quantities and Tender Documents Prepared

During the FY 2025/26, the CECM commits to ensure that bills of quantities and tender documents of all County projects are prepared and submitted to the requesting Department within 30 calendar days, upon receipt with the requisite documents.

D6. County Projects Supervised

The CECM commits to ensure that all County projects are supervised for quality assurance and realization of value for money (100%).

D7. Fire Fighting Services Enhanced

During the FY 2025/26, the CECM commits to enhance firefighting and rescue services by undertaking the following:

- i) Timely response to fire and rescue in collaboration with the relevant agencies (25%);
- ii) Staff trained on fire and rescue skills (25%);
- iii) Two (2) Sensitization programs on fire and rescue undertaken through radio (25%); and
- iv) Four (4) fire drills conducted in Hola, Minjila, Bura and Madogo (25%).

D8. Revenue Collection

The CECM targets to raise revenue amounting to Kshs. 19,808,872.00 as follows;

i) Building plan approvals	Kshs. 800,000.00
ii) Fire compliance certificates	Kshs. 500,000.00
iii) Cess from building materials	Kshs. 12,000,000.00
iv) Housing	Kshs. 4,170,650.00
v) Vehicle parking fees	Kshs. 2,338,222.00

D9. Ease of Doing Business

During the FY 2025/2026, the CECM commits the following:

- i) Reduce the turnaround time for processing building plan approvals from 14 days to 10 days (50%); and
- ii) Timely enforcement of construction contracts as per the laid-down timelines (50%).

D10. Disaster Management

The CECM is committed to the mainstreaming of disaster Risk Management in its policies, programs, projects and activities to effectively manage loss of livelihoods and lives in the event of a disaster.

In this regard, the CECM commits to the following:

- i) Participation in the disaster risk assessment on update on the risk profiles to be spearheaded by the Directorate of Special Programs in the Office of the Governor (40%);
- ii) Participation in the development of disaster response plan to be spearheaded by the Directorate of the Special Programs in the Office of the Governor (10%) and;
- iii) Interventions in the disaster response plan implemented (50%).

D11. Customer Satisfaction

The CECM is committed to evaluate how well public resources are being used to meet the needs of the customers in order to determine on how to improve service delivery. In this regard, the CECM commits to the participation in the County-wide Customer Satisfaction Survey to be undertaken by the Department of Public Service Management, Administration, Devolution, ICT, Protocol and Public Communication (100%).

D12. Youth Empowerment Initiatives

During the FY 2025/26, the CECM commits to promote Youth Empowerment through the following initiatives:

- i) Build capacity of the youth in green processes, technology and waste management (50%);
- ii) Support effective civic participation, community engagement and representation (25%); and
- iii) Youth involvement in project implementation and contracts (25%).

D13. Project Completion Rate

During the contract period, the CECM commits to undertake the following projects:

S/No.	Project name	Project Description	Location	Total Estimated Cost (Kshs.)	Current Status (%)	Allocation for FY 2025/26 (Kshs.)	Expected Deliverable
1.	Proposed refurbishment works	Refurbishment of the Governor's residence	Hola	20,000,000.00	20	20,000,000.00	Governor's Residence refurbished to 100%

D14. Productivity Improvement

The CECM is committed to the measurement of the efficiency and effectiveness of resources (labour, capital, technology and systems) utilization in converting into quality outputs. In this regard, the CECM commits to the participation in establishing County-wide Productivity Index to be spearheaded by the Department of Public Service Management, Administration, Devolution, ICT, Protocol and Public Communication (100%).

E. GOVERNOR'S DIRECTIVES

E1. Governor's Directives Implemented

The CECM commits to implement the Directive on National Tree Growing Restoration Campaign, in line with the Governor's commitment on Implementation of Specific National Government Policies on Natural Resource Protection and Conservation in Tana River County and any other Directive that may be communicated, as follows:

S/No	Directive Name	Directive Description	Date Issued	Directive Timelines	Estimated Cost (Kshs.)	Allocation for Current FY (Kshs.)	Expected Deliverables
1.	National Tree Growing Restoration Campaign	To grow 15 billion trees for the restoration of 10.6 million hectares by 2032. This initiative is expected to increase the forest and tree cover from 12% to 30% by 2032.	21st December, 2022	30 th June, 2026	100,000	100,000	i) Minimum allocated trees grown – 2,100 seedlings (70%); and ii) Key stakeholders mobilized to grow trees, in liaison with the Department of Environment and Climate Change (30%).

F. AFFIRMATIVE ACTION IN GOVERNMENT PROCUREMENT

F1. Access to Government Procurement Opportunities

The CECM is committed to the empowerment of Youth, Women and Persons with Disabilities (PWDs). In this regard, the Department commits to allocate and award a minimum of 30% of the total procurement budget of Kshs. 849,289,835.00 translating to Kshs. 254,786,950.00 and a further 2% of the 30% translating to Kshs. 5,095,739.01.

In addition, the CECM commits to facilitate achievement of the target by undertaking the following:

- Build the capacity of the three (3) target groups through training on Government Procurement procedures, requirement for accessing Government procurement opportunities on the specific opportunities available;
- Pre-qualify the registered groups as affirmative action; and
- Submit to PPRA a summary of the procurement opportunities allocated to the target groups in the format provided on the PPRA website (quarterly, bi-annually).

F2. Promotion of Local Content in Procurement

The CECM is committed to the promotion of consumption of locally produced goods and services that will contribute to, among others, employment creation and growth of local industries. In this regard, the CECM commits to allocate and award a minimum of 40% of the total procurement budget of Kshs. 849,289,835.00 translating to Kshs. 339,715,934.00. In addition, the CECM commits to prepare and submit quarterly progress report on the implementation of this performance indicator to the Department of Tourism, Culture, Heritage, Coordination of Wildlife Conservation, Trade and Industrialization.

G. CROSS-CUTTING ISSUES

G1. Youth Internships/Industrial Attachments/Apprenticeships

The CECM is committed to the progressive engagement of the Youth in Internship and Industrial Attachment programmes for skills transfer. In this regard, the CECM commits to engage a total of 40 Youth in Industrial Attachments.

G2. Work Environment

The CECM is committed to the improvement of physical work areas and facilities as well as the immediate surrounding of the work place, including social, psychological, environmental as well as ergonomic factors. In this regard, the Department commits to the following:

- i) An internal work environment survey carried out and a work plan for implementation of the recommendations prepared by the end of the second quarter (50%); and
- ii) The survey recommendations implemented as per the work plan (50%).

G3. Compliance with Statutory Obligations

The CECM is committed to the compliance with laws and regulations governing the Department's operations, but not limited to the following:

- i) Public Procurement and Asset Disposal Act, 2015 (20%);
 - a) Development and adherence to the procurement plan (10%);
 - b) Submission of the plan to Public Procurement Regulatory Authority (PPRA) through the Department of Finance and Economic Planning by 31st August, 2025 (5%); and
 - c) Submission of bi-annual procurement plan implementation reports to the Authority through the Department of Finance and Economic Planning in the format provided in the PPRA website – www.tenders.go.ke. (5%).
- ii) Remittance of Statutory Deductions (80%) - these will include, but not limited to, repayment of Higher Education Loans Board (HELB) dues by beneficiary employees, statutory taxes, Social Health Insurance Fund (SHIF), National Social Security Fund (NSSF), Provident Funds, Gratuity, Pay As You Earn (PAYE) and Savings and Credit Cooperatives (SACCO) and Bank remittances.

G4. Asset Management

The CECM is committed to ensure that adequate asset management structures and systems are in place for prudent management of public assets for optimum economic and social benefits to the public. The CECM therefore commits to the following:

- i) Inventory of Assets established/updated (30%);
- ii) Assets Ownership documents acquired (30%); and
- iii) Idle Assets identified and submitted to the Department of Finance and Economic Planning for disposal (40%).

In addition, the CECM will submit quarterly and annual reports to the Department of Finance and Economic Planning for onward submission to The National Treasury using the prescribed format by email nalm@treasury.go.ke