



**REPUBLIC OF KENYA
COUNTY GOVERNMENT OF TANA RIVER
PERFORMANCE CONTRACT**

BETWEEN

**COUNTY EXECUTIVE COMMITTEE MEMBER FOR TOURISM, CULTURE,
HERITAGE, COORDINATION OF WILDLIFE CONSERVATION, TRADE AND
INDUSTRIALIZATION**

AND

COUNTY CHIEF OFFICER FOR TRADE INVESTMENTS AND INDUSTRIALIZATION

**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 the CG represented by County Executive Committee Member of P.O. Box 29 – 70101, HOLA (together with its assignees and successors) of the one part, and The County Chief Officer, Directorate of Trade Investments and Industrialization, (hereinafter referred to as "The CCO"), (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 officers are well managed and they are cost effective in delivering quality service to the public in line with provisions of the Constitution of Kenya;

The County Government recognizes that the County Department of Tourism, Culture, Heritage, Coordination of Wildlife Conservation, Trade and Industrialization, hold a key role in the implementation of the County priorities in order to improve the quality of life of its 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 Directorate of Trade, Investments and Industrialization 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 1: Statement of Responsibility by the CCO

The Mandate of The County Directorate of Trade Investments and Industrialization as per the Executive Order No. 1 of 2022 is to promote sustainable trade and enterprise growth, drive industrialization, develop and market tourism, conserve wildlife and heritage, and preserve cultural and knowledge resources to enhance socio-economic transformation and identity of Tana River 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 socioeconomic 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:

a) Vision Statement

A recognized hub for sustainable tourism, cultural heritage preservation, wildlife conservation, and industrial growth, fostering inclusive economic development and environmental stewardship in Tana River County.

b) Mission Statement

To promote sustainable tourism, preserve and celebrate cultural heritage, conserve wildlife, and drive trade and industrial growth through innovative policies, strategic partnerships, and community empowerment in Tana River County.

c) Strategic Objectives

1. To enhance a conducive business environment that promotes fair trade practices and market expansion.
2. To strengthen cross-border and inter-county trade linkages for increased economic opportunities.

3. To promote industrialization, value addition, and innovation for job creation and wealth generation.
4. To support growth and competitiveness of MSMEs through capacity building, financing, and technology adoption

Part III: Statement of Strategic Intent by the CCO

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 CIDP III and Kenya Vision 2030, keeping in mind the specific priorities of the County Directorate of Trade Investments and Industrialization.

Bearing in mind the imperative of inclusivity, I will implement the following Strategic Intents during the contract period:

1. To position Tana River County as a preferred destination for investment, trade and industrial development;
2. To transform the county into a competitive and sustainable tourism hub that leverages its natural, cultural, and heritage assets;
3. To expand economic opportunities through innovation, value addition, and support for MSMEs and entrepreneurship;
4. To strengthen regional, national, and international linkages that enhance trade, and
5. To align the directorate's initiatives with sustainable development principles for inclusive and resilient growth.

Part IV: Commitments and Obligations of the County Government of Tana River.

- (i) Acknowledgement of receipt of correspondences 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 ex-chequer receipt.

Part V: Reporting Requirements

The County Directorate of Trade Investments and Industrialization commit to submit quarterly and annual performance reports in the prescribed format to the designated agencies with copies to the 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

The 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 Department of Tourism, Culture, Heritage, Coordination
of Wildlife Conservation, Trade and Industrialization**

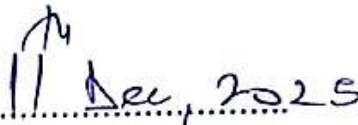
Signature: 

Date: 

**ERICK ARUA WASONGA
COUNTY CHIEF OFFICER**

For and on behalf of the County Government

Signature: 

Date: 

**HON. YAHYA ALI BORROW
COUNTY EXECUTIVE COMMITTEE MEMBER**

ANNEX 1: Performance Contract Matrix for CCO of Trade Investments and Industrialization

S/No.	Performance Category	Criteria	Unit of Measure	Weight	Status FY 2024/2025	Annual Target FY 2025/2026
A	FINANCE STEWARDSHIP					
	A1. Absorption of Allocated Funds (GoK)		%	3	93.36	100
	A2. Absorption of Externally Mobilized Resources		%	2	100	100
	A3. Absorption of Development Funds		%	2	94.96	100
	A4. Appropriation-in-Aid		Kshs.	1	3,746,170.00	4,000,000.00
	A5. Pending Bills Ratio		%	2	6.39	≤ 1
	Weight Sub-Total			10		
B	SERVICE DELIVERY					
	B1. Implementation of Citizens' Service Delivery Charter		%	3	60	100
	B2. Digitalization of Government Services		%	3	N/A	100
	B3. Resolution of Public Complaints		%	2	20	100
	Weight Sub-Total			8		
C	INSTITUTIONAL TRANSFORMATION					
	C1. Development of County Planning Framework		%	3	30	100
	C2. Competence Development		%	3	50	100
	C3. Knowledge Management		%	2	0	100

S/No.	Performance Criteria Category	Unit of Measure	Weight	Status FY 2024/2025	Annual Target FY 2025/2026
	C4. Cascading of Performance Contracts	%	2	100	100
	Weight Sub-Total		10		
D	CORE MANDATE				
	D1. Legal Framework Enhanced	%	10	N/A	100
	D2. Tourism, Culture, Trade and Industrialization Promoted	%	10	100	100
	D3. Economic Empowerment and Development of MSMEs Programs Conducted	%	8	60	100
	D4. Project Completion Rate	%	2	70	100
	D5. Revenue Collection	Kshs	10	500,000	6,412,000
	D6. Ease of Doing Business	%	10	70	100
	D7. Disaster Management	%	2	N/A	100
	D8. Customer Satisfaction	%	2	N/A	100
	D9. Youth Empowerment Initiatives	%	2	70	100
	D10. Productivity Improvement	%	4	N/A	100
	Weight Sub-Total		60		
E	GOVERNOR'S DIRECTIVES				
	E1. Governor's Directive Implemented	%	2	N/A	100
	Weight Sub-Total		2		
F	AFFIRMATIVE ACTION IN GOVERNMENT PROCUREMENT				

S/No.	Performance Criteria	Unit of Measure	Weight	Status FY 2024/2025	Annual Target FY 2025/2026
	F1. Access to government procurement opportunities	KSHS	2	0	8,679,000
	F2. Promotion of local content in procurement.	KSHS	2	0	11,572,000
	Weight Sub-Total		4		
G	CROSS CUTTING ISSUES				
	G1. Youth Internship/Industrial Attachments/Apprenticeship	NO.	1.5	3	5
	G2. Work environment	%	1.5	0	100
	G3. Compliance with statutory obligations	%	1	100	100
	G4. Asset Management	%	2	60	100
	Weight Sub-Total		6		
	OVERALL TOTAL WEIGHT		100		

ANNEX II: EXPLANATORY NOTES FOR PERFORMANCE TARGET

A. FINANCIAL STEWARDSHIP:

A1. Absorption of Funds (GoK)

During the contract period, the CCO commits to absorb 100% of the Directorate's total budget of Kshs. 286,199,849 consisting of Recurrent Budget of Kshs. 21,199,849 and Development

Budget of Kshs. 265,000,000 for programs, projects and activities for which they were appropriated and planned for.

A2. Absorption of Externally Mobilized Resources

During the contract period, the CCO commits to absorb 100% of the mobilized funds totaling to Ksh. 4,000,000 from development partners/organizations for programs, projects and activities for which they were planned for.

A3. Absorption of Development Funds

During the contract period, the CCO commits to absorb 100% of the total Development Budget of Kshs. 272,000,000 for programs, projects and activities for which they were appropriated and planned for.

A4. Appropriation-In-Aid

During the contract period, the CCO commits to mobilise Kshs 4,000,000 from Development Partners to complement the Departmental Budget.

A5. Pending Bills Ratio

The CCO 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. 331,099,698.00 translating to Kshs. 3,310,996.98.

B. SERVICE DELIVERY

B1. Implementation of Citizens' Service Delivery Charter

The CCO commits to deliver services, promptly, effectively, impartially, equitably and progressively improve customer experience by undertaking the following:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	Display the Citizens' Service Delivery Charter prominently at the point of entry/service delivery points in both English and Kiswahili using the prescribed format.	10%	Displayed Citizens' Service Delivery Charter in English and Kiswahili.
ii.	Cascade the Citizens' Service Delivery Charter to all levels by factoring realistic service turn-around timelines.	10%	Citizens' Service Delivery Charter cascaded to Directorate
iii.	Customize the Citizens' Service Delivery Charter to unique needs and convenient access of the customers by providing audio recordings and uploading it on the County website, Facebook and X platform.	20%	Citizens' Service Delivery Charter and audio recording of the Charter uploaded on the County website, Facebook and X platforms.
iv.	Sensitize all staff on the contents of the Citizens' Service Delivery Charter.	10%	Report on Staff sensitization on the Citizens' Service Delivery Charter.
v.	Ensure conformity with the commitments and standards in the Citizens' Service Delivery Charter by establishing compliance to the commitments stipulated in the Charter through undertaking quarterly monitoring, analysing and compiling compliance quarterly reports	50%	Quarterly compliance reports.
TOTAL		100%	

B2: Digitalization of Government Services

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

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	Customer-facing and back-office services identified and prioritized for Business Process Reengineering (BPR)	10%	Report on services identified and prioritized for BPR.
ii.	Business processes for at least 25% of the prioritized services re-engineered.	45%	Business processes of the prioritized services re-engineered.
iii.	At least 25% of the re-engineered services digitalized.	25%	Re-engineered services digitalized.
iv.	Digitalized customer facing services on-boarded onto county online platforms where applicable.	20%	Digitalized customer facing services on-boarded.
TOTAL		100%	

B3. Resolution of Public Complaints

During the contract period, the CCO commits to register and promptly resolve public complaints referred to the Department directly or channelled through other sources by undertaking the following:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	Resolution of all complaints received.	60%	Complaints resolved.

ii.	Requests on access to information received processed.	20%	Requests on access to information received processed.
iii.	Quarterly reports on resolution of complaints and processing of requests on access to information submitted to the Office of the County Secretary, for onward submission to Commission on Administrative Justice (CAJ).	20%	Quarterly reports on resolution of public complaints and submittal letters.
TOTAL		100%	

C INSTITUTIONAL TRANSFORMATION

C1 Development of County Planning Framework

During the contract period, the CCO shall ensure that the relevant planning frameworks are developed to guide planning and budgeting in the Directorate. The plans will be aligned to the CIDP 2023-2027 as well as the CCO's budget for the FY 2025/2026. In this regard, the CCO commits to develop the following:

S/No	SUB-INDICATOR	TARGET	OUTPUTS
i.	Industrial Park Master Plan.	50%	Industrial Park Master Plan in place.
ii.	Trade Promotion and Investment Plan.	50%	Trade Promotion and Investment Plan in place.
TOTAL		100%	

C2. Competence Development

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

S/No.	SUB INDICATOR	TARGET	OUTPUTS
i.	Institutional Skills Gap Analysis undertaken.	20%	Report on institutional Skills Gap Analysis.
ii.	Staff Training Needs Assessment undertaken.	10%	Report on Training Needs Assessment identified.
iii.	Interventions to address the identified skills gaps and training needs implemented through capacity building/training, coaching, mentoring.	30%	Report on the interventions undertaken.
iv.	Employee Performance Management: a) Individual employees' annual performance targets for the FY 2025/26 set using the prescribed format by 31st July, 2026 (10%); b) Staff Performance Appraisal for all employees undertaken and an appraisal report for the FY 2024/25 compiled by 31st August, 2025 (15%); c) An action plan developed and the recommendations emanating from the staff appraisal reports implemented (15%).	40%	Employees' annual performance targets, employees' Appraisal report and action plan.
TOTAL		100%	

C3. Knowledge Management.

During the contract period, the CCO commits to the following:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
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i.	Participation in the development of a County Policy on Knowledge Management to be spearheaded by the Office of the Governor by the fourth quarter.	40%	Report on participation in development of a County Policy on Knowledge Management.
ii.	Participation in a baseline survey on the level of Knowledge Management awareness and capacity needs assessment to be spearheaded by the Office of the Governor by the fourth quarter.	40%	Report on participation in a baseline survey on the level of Knowledge Management awareness and capacity needs assessment.
iii.	Participation in the development of knowledge management action plans with appropriate monitoring and reporting framework spearheaded by the Office of the Governor.	20%	Report on participation in the development of knowledge management action plans with appropriate monitoring and reporting framework.
TOTAL		100%	

C4. Cascading of Performance Contracts

During the contract period, the CCO commits to cascade the first level Performance Contract as follows:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i	CECM and the County Chief Officer	20%	Signed PC.
ii	County Chief Officers and County Directors	30%	Signed PC.
iii	County Directors to sign Staff Performance Appraisals with the staff under them.	50%	Signed SPAS.
TOTAL		100%	

D. CORE MANDATE

D1. Legal Framework Enhanced

During the contract period, the CCO commits to develop the following legal frameworks:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	The Tana River County Inuka Fund Act reviewed.	25%	Tana River County Inuka Fund Act reviewed.
ii.	The Tana River County Inuka Fund Regulations reviewed.	25%	Tana River County Inuka Fund Regulations reviewed.
iii.	Tana River County Liquor Licence Regulation developed	25%	Tana River County Liquor Licence Regulation developed
iv.	Tana River County Trade License Regulation developed.	25%	Tana River County Trade License Regulation developed.
TOTAL		100%	

D2. Tourism, Culture, Trade and Industrialization Promoted

During the contract period, the CCO commits to the following:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	Documentary to showcase the investment opportunities in the sector developed.	50%	Documentary in place.
ii.	Participation in: a) JABEIC (5%); b) Mombasa ASK Trade show	50%	Reports on participation.
TOTAL		100%	

D3. Economic Empowerment and Development of MSMEs Programs Conducted

During the contract period, the CCO commits to the following:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	MSMEs capacity built on business management.	30%	Report on capacity building on business management for MSMEs.
ii.	Value addition training on KEBS certification for MSMEs undertaken.	20%	A report on value addition training.

iii.	Sensitization on drug and substance abuse for Bar Owners' Association members undertaken in three Sub-counties.	30%	A report on the sensitization.
iv.	Training on Gender Mainstreaming for MSMEs undertaken.	20%	A report on the training.
TOTAL		100%	

D4. Projects Completion Rate.

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

S.No.	Project Name	Project Description	Location	Total Estimated Cost (Kshs)	Current Status (%)	Allocation For FY 2025/26	Expected Deliverables
i.	Proposed Construction of County Aggregated Industrial Park .	Construction of County Aggregation and Industrial Park	Chifiri	500,000,000.00	43%	250,000,000.00	65% of CAIP completed (Structural works)
ii.	Proposed construction of open-air Market in Mororo, Mikinduni and Wenje	Construction of open-air Market. mikinduni and Wenje	Mororo, Mikinduni	10,000,000	0	10,000,000	Open air market constructed 100%.
iii.	Proposed construction of open-air Market in Maroni and Wenje	Construction of open-air Market in Maroni and Wenje	Maroni and Wenje	5,000,000	0	5,000,000	Open air market constructed 100%.
iv.	Proposed construction of a cultural centre in Wema	Construction of a cultural centre in Wema	Wema	1,000,000	0	1,000,000	Cultural centre constructed 100%.

V.	Proposed renovation of Garsen Cultural Centre	Renovation of Garsen Cultural Centre	Garsen	6,000,000	0	6,000,000	Cultural centre renovation 100%
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D5. Revenue Collection

In the FY 2025/2026, the CCO targets to collect revenue amounting to Kshs. 6,412,000 as follows:

- i. Weights and measures-Kshs 200,000
- ii. Market rents-Kshs 2,747,00
- iii. Liquor licensing-Kshs. 3,465,000

D6. Ease of Doing Business

During the contract period, the CCO will embrace ICT to enhance efficient delivery of services by reducing the turnaround time for processing the acquisition of stalls from 14 days to 10 days (100%).

D7. Disaster management

The CCO 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 CCO commits to the following:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	Participation in disaster risk assessment and update of the risk profiles to be spearheaded by The Directorate of Special Programmes in the Office of the Governor.	40%	A report on participation in disaster risk assessment and update of the risk profiles.
ii.	Participation in the development of a disaster response plan to be spearheaded by the Directorate of Special Programmes in the Office of the Governor.	10%	A report on participation of development of a disaster response plan.
iii.	Interventions in the disaster response plan implemented.	50%	A report on implementation of the disaster response plan.
TOTAL		100%	

D8. Customer Satisfaction

The CCO is committed to evaluate how well public resources are being used to meet the needs of the customer in order to determine on how to improve service delivery. In this regard, the CCO commits to the participation in a county-wide customer satisfaction survey to be undertaken by the Department of Public Service Management, Administration, Devolution, Information Communication Technology, Protocol and Public Communication (100%).

D9. Youth Empowerment Initiatives

During the contract period, the CCO commits to promote youth empowerment through the following initiatives:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	Youth trained on entrepreneurship.	50%	A report on training of Youth on entrepreneurship.
ii.	Boda boda operators sensitized on drug and substance abuse	50%	A report on sensitized on drug and substance abuse for Boda boda operators.
TOTAL		100%	

D10. Productivity Improvement

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

E. GOVERNOR'S DIRECTIVES

E1. Governor's Directive Implemented

The CCO commits to implement the Directive on National Tree Growing Restoration Campaign, in line with the Governors' 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 Timeliness	Estimated cost	Allocation for current FY(Kshs)	Expected Deliverables
i.	National Tree Growing Restoration Campaign	To grow 15 billion trees For restoration of 10.6 Million hactres by 2032.This initiative is Expected to increase The forest cover from 12% to 30% by 2032	21 st Dec,2022	30 th June, 2026	60,000	60,000	i. Minimum of 400 trees grown (70%) ii. Key stakeholders mobilised 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 CCO is committed to the empowerment of Youth, Women and Persons With Disabilities (PWDs).

In this regard, the CCO commits to allocate and award a minimum of 30% of the total procurement budget of Kshs 28,930,000 translating to Kshs 8,679,000 to this category of persons, as individuals or organised groups and a further 2% of the 30% translating to Kshs 173,580 to PWDs.

In addition, the CCO 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;
- ii. Pre-qualify the registered groups as affirmative action; and
 - iii. 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).

E2. Promotion of Local Content in Procurement

The CCO 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 CCO commits to allocate and award a minimum of 40% of the total procurement budget of Kshs 28,930,000 translating to Kshs 11,572,000. In addition, the CCO commits to prepare and submit quarterly progress reports on the implementation of this performance indicator to the Directorate of Trade, Investments and Industrialization.

G. CROSS CUTTING ISSUES

G1. Youth Internship/Industrial Attachments/ apprenticeship

The CCO is committed to the progressive engagement of the Youth in Internship and Industrial Attachment Programmes for skills transfer. In this regard, the CCO commits to engage a total of five (5) Youth in Industrial Attachments.

G2. Work Environment

The CCO 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 CCO 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 CCO 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 CCO 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 CCO therefore commits to the following:

S/No.	SUB-INDICATOR	TARGET	OUTPUTS
i.	Inventory of assets established/updated.	30%	Inventory of assets register.
ii.	Assets ownership documents acquired.	30%	Report on assets ownership documents.
iii.	Idle assets identified and submitted to the Department of Finance and Economic Planning for disposal	40%	Report on idle assets identified and submittal letter to the Department of Finance and Economic Planning
TOTAL		100%	

In addition, the CCO 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