



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

PERFORMANCE CONTRACT

BETWEEN

THE CHIEF OF STAFF

AND

THE DIRECTOR SERVICE DELIVERY UNIT

FOR THE PERIOD

1ST JULY 2025 TO 30TH JUNE 2026

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PREAMBLE

This Performance Contract (hereinafter referred to as "Contract") is entered into between the County Government of Tana River (hereinafter referred to as ("County Government")) 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 Governorship represented by the Director Service Delivery Unit (herein referred to as the SDU) of P.O Box 29 – 70101 HOLA (together with its assignees and successors) 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 Governorship 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 Governorship 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 Director Service Delivery Unit and county Chief of Staff.

The Director Service Delivery Unit (SDU), under the office of the county chief of staff, is responsible for coordination and monitoring the implementation of county programs and ensuring efficient service delivery in line with the Governor's priorities.

The chief of staff provides executive support to the Government, coordinates the county Executive office, and ensures effective communication and execution of directives across

departments.

Key responsibilities:

1. Coordinate and oversee the implementation of the Governor's directives and flagship projects.
2. Monitor and evaluate the performance of county Departments, ensuring timely delivery of services.
3. Facilitate inter-departmental collaboration and problem-solving to improve efficiency.
4. Provide strategic advice and administrative support to the Governor and county Executive committee.
5. Liaise with the public, stakeholders and development partners to enhance service delivery outcomes.
6. Promote innovation and citizen feedback mechanism to improve responsiveness of county services.
7. Ensure alignment of county programs with the Governor's manifesto and development agenda.

Part II: Vision Statement, Mission Statement and Strategic Objectives

Vision Statement

A citizen-centred county government delivering efficient, transparent and accountable public services that improve the quality of life for all residents of Tana River.

Mission Statement

To coordinate, monitor and enhance service delivery all county departments through innovation, collaboration and continuous performance improvement in line with the Governor's development agenda.

a) Strategic Objectives

The strategic objectives of Service delivery unit (SDU) are to:

- i) Enhance coordination and efficiency in the implementation of county programs and projects.
- ii) Promote accountability and transparency in public service delivery through regular performance monitoring and evaluation.
- iii) Strengthening citizen engagement and feedback mechanism to ensure services meet community needs and expectations.

- iv) Build capacity and performance culture within county departments for improved responsiveness and productivity.
- v) Facilitate timely implementation of the Governor's directives and flagship projects.
- vi) Leverage technology and innovation to improve service delivery systems and access to information.
- vii) Promote interdepartmental collaboration and partnership with development stakeholders for sustainable socio-economic growth.

Part III: Statement of Strategic Intent by the service delivery unit.

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 Governorship.

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

1. Enhance public awareness and citizen engagement on key county priorities.
2. Strengthening media relations & strategic messaging consistency.
3. Professionalize the press service & build capacity.
4. Leverage digital & social media channels.
5. Improve transparency, accountability and trust building to the public through reporting.
6. Innovate & adopt new communication tools/ formats.

Part IV: Commitments and Obligations of the County Government

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

Part V: Reporting Requirements

The Director Service delivery unit shall prepare and 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

SIGNATURE: Milka H. Karhayu

DATE: 11/12/2025

MILKAH H. KARHAYU.

DIRECTOR SERVICE DELIVERY UNIT

COUNTY GOVERNMENT OF TANA RIVER.

For and on behalf of the County Government

SIGNATURE: Maurice Okech Osano

DATE: 11/12/2025

MAURICE OKECH OSANO.

CHIEF OFF STAFF,

COUNTY GOVERNMENT OF TANA RIVER.

ANNEX I: PERFORMANCE CONTRACT MATRIX FOR OFFICE OF THE GOVERNOR

S/NO.	PERFORMANCE CRITERIA AND INDICATORS	UNIT OF MEASURE	WEIGHT (%)	CURRENT STATUS FY 2024/2025	ANNUAL TARGET FY 2025/2026
A	Financial Stewardship				
	A1. Absorption of Allocated Funds (GoK)	%	5	98.54	100
	A2. Absorption of Externally Mobilized funds	%	3	0	100
	A3. Pending Bills Ration	%	2	13.26	≤ 1
	Weight Sub-Total		10		
B	Service Delivery				
	B1. Implementation of Citizens' Service Delivery Charter	%	3	60	100
	B2. Digitalization of Government Services	%	3	12.5	100
	B3. Resolution of Public Complaints	%	2	20	100
	Weight Sub-Total		8		
C	Institutional Transformation				
	C1. Development of County Planning Framework	%	3	87.5	100
	C2. Competence Development	%	3	0	100
	C3. Knowledge Management	%	2	0	100
	C4. Cascading of Performance Contracts	%	2	50	100
	Weight Sub-Total		10		
	Core Mandate				
	D1. Governor's Press Service	%	6	N/A	100

S/NO.	PERFORMANCE CRITERIA AND INDICATORS	UNIT OF MEASURE	WEIGHT (%)	CURRENT STATUS FY 2024/2025	ANNUAL TARGET FY 2025/2026
	D2. Partnerships Development and Management	%	6	N/A	100
	D3. Liaison and Inter-Governmental Relations Enhanced	%	6	N/A	100
	D4. County Service Delivery Enhanced	%	8	N/A	100
	D5. Law Enforcement, Peace Building and Conflict Resolution Undertaken	%	10	30	100
	D6. Disaster Preparedness, Planning, Mitigation and Adaptation Undertaken	%	10	N/A	100
	D7. Legal Services Undertaken	%	5	N/A	100
	D8. Disaster Management	%	2	65	100
	D9. Customer Satisfaction	Report	2	60	100
	D10. Youth Empowerment Initiative	%	2	0	100
	D11. Productivity Improvement	%	3	NA	100
	Weight Sub-Total		60		
E	Governor's Directives				
	E1. Governor's Directives Implemented	%	2	NA	100
	Weight Sub-Total		2		
F	Affirmative Action in Government Procurement				
	F1. Access to Government Procurement Opportunities	Kshs	2	0	48,863,209.20
	F2. Promotion of Local Content in Procurement		2	0	65,150,945.60
	Weight Sub-Total		4		
G	Cross-Cutting Issues				
	G1. Youth Internship/Industrial Attachment/Apprenticeships	No.	1.5	16	20

S/NO.	PERFORMANCE CRITERIA AND INDICATORS	UNIT OF MEASURE	WEIGHT (%)	CURRENT STATUS FY 2024/2025	ANNUAL TARGET FY 2025/2026
	G2. Work Environment	%	1.5	80	100
	G3. Compliance with Statutory Obligations	%	1	75	100
	G4. Asset Management	%	2	70	100
	Weight Sub-Total		6		
	OVERALL TOTAL WEIGHT		100		

ANNEX II: EXPLANATORY NOTES FOR THE PERFORMANCE INDICATORS

A. FINANCIAL STEWARDSHIP

A1. Absorption of Allocated Funds (Gok)

The Director Service delivery unit commits to absorb 100% of the FY 2025/2026 budget of KES. 422,272,274 all of which is recurrent, for programmes, projects and activities for which the funds were appropriated and planned for.

A2. Absorption of Externally Mobilized Resources

During the FY 2025/2026, the SDU commits to absorb 100% of the externally mobilized resources in cash and in-kind amounting to Kshs 5, 000,000, for programmes, projects and activities for which the funds were appropriated and planned for.

A3. Pending Bills Ratio

The Director Service delivery unit 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 427,272, 274 translating to Kshs.4, 272,722.74.

B. SERVICE DELIVERY

B1. Implementation of Citizens' Service Delivery Charter

The service delivery unit is committed to deliver services promptly, effectively, impartially, equitably and progressively improve customer experience by undertaking the following:

- i) Display the Citizens' Service Delivery Charter prominently at key points of entry/service delivery points in both English and Kiswahili using the prescribed format (10%)

- ii) Cascade the Citizens' Service Delivery Charter to all Directorates in the Office of the Governor and the five (5) Sub-County Administrative Units (10%);
- iii) Customise the Citizens' Service Delivery Charter to unique needs and convenient access of the customers by providing mechanisms for sign language, audio recordings of the Charter and uploading it on the County website (20%);
- iv) Sensitize all staff in the Office of the Governor on the contents of the Citizens' Service Delivery Charter (10%); and
- 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, analyzing and compiling compliance quarterly reports (50%).

B2. Digitization of Government Services

The service delivery unit commits to accelerating the adoption of ICT solutions to provide easy access, convenience and efficiency in service delivery through 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 the County online platforms where applicable (20%).

B3. Resolution of Public Complaints

The service delivery unit (SDU) is committed to promptly address and resolve public complaints referred to the Office of the Governor directly or channelled through the Commission on Administrative Justice (CAJ). In this regard, the SDU commits to the following:

- i) Resolution of all complaints received (60%);
- ii) Requests on access to information received processed (20%); and
- iii) Quarterly reports on resolution of complaints and processing of requests on access to information submitted to the CAJ (20%).

C. INSTITUTIONAL TRANSFORMATION

C1. Development of County Planning Framework

The service delivery unit (SDU) is committed to the development of relevant County planning frameworks to guide planning and budgeting in the Office of the Governor. The plans will be aligned to the CIDP 2023-2027 as well as the Governorship budget for the FY 2025/2026. In this regard, the SDU commits to participate in the development of County Planning frameworks to be spearheaded by the County Department of Finance and Economic Planning (100%).

C.2: Competence Development

The service delivery unit (SDU) 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 SDU commits to the following:

- i) Institutional Skills Gap Analysis undertaken (20%);
- ii) Staff Training Needs Assessment undertaken (10%);
- iii) Interventions to address the identified skills gaps and training needs implemented through capacity building/training, coaching and mentoring (30%);
- iv) Employee Performance Management undertaken through the following:
 - a) Individual employees' annual performance targets for the FY 2025/2026 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 2024/2025 compiled by 31st August, 2025 (15%); and
 - c) An action plan developed and the recommendations emanating from the staff appraisal reports implemented (15%).

C.3 Knowledge Management

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

- i) Development of a County policy on Knowledge Management (40%);
- ii) Conduct a County baseline survey on the level of Knowledge Management awareness and capacity needs assessment (40%); and
- iii) Development of Knowledge Management action plans with appropriate monitoring and reporting framework (20%).

C5: Cascading of Performance Contracts

In order to enhance implementation of Performance Contracting in the Office of the Governor, the SDU commits to cascade the first level Performance Contract as follows:

- i) CS and the Chief of Staff; CS and Chief Officer, Special Programmes; CS and Chief Officer, Enforcement (20%);
- ii) Chief of Staff and Directors (20%);
- iii) Chief Officer, Enforcement and Enforcement Staff (10%); and
- iv) Directors to sign Staff Performance Appraisals with the staff under them (50%).

D. CORE MANDATE

D1. Governor's Press Service

The service delivery unit (SDU) is committed to enhance County communication, visibility and public engagement by providing timely, accurate and professional information on County policies, programmes and projects. In this regard, the Director Governor's Press Service commits to the following:

- i) Media coverage of Governor's functions (20%);
- ii) Communication strategy developed (30%);
- iii) County communication plan developed and implemented (30%) and
- iv) Achievements for County flagship projects documented and disseminated to the citizens (20%).

D2. Partnerships Development and Management

The service delivery unit (SDU) is committed to strengthening collaboration and resource mobilization with development partners, the private sector and civil society to enhance service delivery and socio-economic growth. In this regard, the SDU commits to the following:

- i) A total of Kshs. 5,000,000 mobilized through development partners, the private sector and civil society (20%);
- ii) County stakeholder engagement plan developed (20%);
- iii) Resource mobilization strategy developed (20%);
- iv) County investors' vetting guidelines developed (20%) and
- v) Two (2) stakeholder engagement forums undertaken (20%).

D3. Liaison and Inter-Governmental Relations Enhanced

The service delivery unit (SDU) is committed to strengthen liaison and inter-governmental

relations to enhance collaboration and coordination between the County Government, National Government, agencies and regional economic blocs. In this regard, the SDU commits to the following:

- i) A liaison framework established for efficient engagement with National as well as County Governments (40%);
- ii) All inter-governmental agreements documented to ensure alignment with County priorities, programmes and projects (40%); and
- iii) Three (3) structured inter-governmental forums held to harmonize inter-governmental relations (20%).

D4. County Service Delivery Enhanced

The service delivery unit (SDU) is committed to the enhancement of delivery of efficient services to the citizens. In this regard, the SDU commits to the following:

- i) County service delivery dashboard developed for real-time monitoring implementation of County projects, programmes and service delivery initiatives (30%);
- ii) Annual Customer Service week held at the County Headquarters (20%);
- iii) Implementation of service delivery initiatives focusing on the Governor's manifesto (30%); and
- iv) Assessment of the impact of service delivery initiatives undertaken (20%).

D5. Law Enforcement, Peace Building and Conflict Resolution Undertaken

The service delivery unit (SDU) is committed to enforce relevant County and National laws to enhance protection of County property and conflict resolution. In this regard, the SDU commits to the following:

- i) County security audit conducted (20%);
- ii) County security implementation plan developed (10%);
- iii) Recommendations in the security implementation plan implemented (10%);
- iv) Tana River Peace Building and Conflict Resolution Policy developed (30%) and;
- v) Regulations for Tana River Enforcement and Inspectorate Services developed (30%).

D6. Disaster Preparedness, Planning, Mitigation and Adaptation Undertaken

The service delivery unit (SDU) is committed to increasing resilience to disasters in the County by undertaking the following:

- i) Disaster preparedness enhanced through investment in early warning systems (30%);
- ii) Re-construction and recovery undertaken to mitigate against disasters (40%); and
- iii) Community resilience built and sustained as part of disaster risk management (30%).

D7. Legal Services Undertaken

The service delivery unit (SDU) is committed to undertake the following:

- i) Accounting officers and AIE holders sensitized on legal matters pertaining to their operations (20%);
- ii) County Bills, Policies and Regulations submitted to the County Assembly for approval and gazettment within the stipulated timelines (20%);
- iii) County Bills, Policies and Regulations disseminated to stakeholders (30%); and
- iv) Alternative dispute resolution mechanisms developed and implemented (30%)

D8. Disaster Management

The service delivery unit (SDU) is committed to the mainstreaming of disaster risk management in the County to effectively manage loss of livelihoods and lives in the event of a disaster. In this regard, the SDU commits to the following:

- i) Disaster risk assessment undertaken and the risk profiles updated (20%);
- ii) Disaster Response plan developed (20%);
- iii) Interventions in the Disaster Response Plan implemented (20%);

D9. Customer Satisfaction

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

D8. Youth Empowerment Initiatives

The service delivery unit (SDU) is committed to promote Youth empowerment by addressing youth unemployment, underemployment and inactivity, while also instilling positive values and leadership qualities among the Youth. In this regard the SDU commits to the following:

- i) Positive morals, values, patriotism and volunteerism for transformative leadership entrenched (50%); and

- ii) Effective civic participation, community engagement and representation supported (50%).

D11. Productivity Improvement

The service delivery unit (SDU) 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 SDU commits to participate in the establishment of a County-wide Baseline Productivity Index to be undertaken by the Department of Public Service Management, Administration, Devolution, ICT, Protocol and Public Communication (100%).

E. GOVERNOR'S DIRECTIVES

E1. Governor's Directives

The service delivery unit (SDU) is committed to the implementation of the Directive on National Tree Growing Restoration Campaign, in line with the 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 restoration of 10.6 Million hectares by 2032. This initiative is expected to increase the forest cover from 12% to 30% by 2032.	21 st December, 2022	30 th June, 2026	200,000.	200,000	i) Minimum allocated tress grown-1,500 (70%) 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 service delivery unit (SDU) is committed to the empowerment of Youth, Women and Persons with Disabilities (PWDs). In this regard, the SERVICE DELIVERY UNIT commits to allocate and award a minimum of 30% of the total procurement budget of Kshs 162,877,364 translating to Kshs 48,863,209.20 and a further 2% of the 30% translating to Kshs 977,264. To PWDs. In addition, the SDU commits to undertake the following:

- i) Build the capacity of the three (3) target groups through training on Government procurement procedures, requirement for accessing Government procurement opportunities to the specific opportunities available;
- ii) Prequalify 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.

F2. Promotion of Local Content in Procurement

The SDU 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 service delivery unit (SDU) commits to allocate and award a minimum of 40% of the total procurement budget of Kshs 162,877,364 translating to Kshs 65,150,945.60 to locally produced goods. In addition, the SERVICE DELIVERY UNIT commits to prepare and submit quarterly progress reports 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 Internship/ Industrial Attachment/ Apprenticeships

The service delivery unit (SDU) is committed to the progressive engagement of the Youth in Internship and Industrial Attachment Programmes for skills transfer. In this regard, the SDU commits to engage a total of 20 Youth on Industrial Attachments.

G2. Work Environment

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

- i) An internal work environment survey carried out and a work plan for implementation of the recommendations prepared (50%);

- ii) The survey recommendations implemented as per the work plan (50%)

G3. Compliance with Statutory Obligations

The service delivery unit (SDU) is committed to the full compliance with laws and regulations governing the operations of the Office of the Governor, but not limited to the following:

- i) Public Procurement and Asset Disposal Act, 2015 through (20%);
 - a) Development and adherence to the procurement plan (10%),
 - b) Submission of the plan to the Public Procurement Regulatory Authority (PPRA) through the Department of Finance and Economic Planning by 31st August, 2025 (5%),
 - 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 HELB dues by beneficiary employees, statutory taxes, SHIF, NSSF, Provident Funds, Gratuity, PAYE, SACCO as well as Bank remittances.

G4. Asset Management

The service delivery unit (SDU) 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 SDU therefore commits to the following:

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

In addition, the SDU 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