



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

BETWEEN

H.E. THE GOVERNOR

AND

**THE CHAIRPERSON
COUNTY PUBLIC SERVICE BOARD**

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 "The 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 Chairperson, County Public Service Board (CPSB) (hereinafter referred to as "the Board"), (together with its assignees and successors) of P.O. Box 181-70101, Hola of the other part

WHEREAS;

The County Government is committed to ensuring that public offices 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 Board 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 Board 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 here to agree as follows:

1: Statement of Responsibility by the Chairperson

The Mandate of the Board as per the County Governments Act, 2012, Section 59 is to:

- a) Establish and abolish offices in the county public service;
- b) Appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county and to confirm appointments;
- c) Exercise disciplinary control over, and remove, persons, holding or acting in those offices as provided for under this Part;
- d) Prepare regular reports for submission to the County Assembly on the execution of the functions of the Board;
- e) Promote in the county public service the values and principles referred to in Articles 10 and 232;
- f) Evaluate and report to the County Assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service;
- g) Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties;
- h) Advise the County Government on human resource management and development;
- i) Advise County Government on the implementation and monitoring of the national Performance Management system in counties; and
- j) Make recommendations to the Salaries and Remuneration Commission, on behalf of the County Government, on the remuneration, pensions and gratuities for county public service employees.

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 of the Board

a) Vision Statement

An exemplary constitutional body in the provision of fit-for-purpose County Public Service.

b) Mission Statement

To enhance excellence in the County Public Service delivery by providing the required human resource in the most effective and efficient manner.

c) Strategic Objectives

- i) To create a more resilient, agile and high performing county work force;
- ii) To foster an inclusive, equitable and positive work environment that enhances employee satisfaction and retention;
- iii) To invest in development, wellbeing and align employee individual, team goals with the County strategic goals; and
- iv) To stay compliant with national laws, regulations and industry performance standards.

Part III: Statement of Strategic Intent by the Chairperson

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 County Integrated Development Plan III (CIDP III) 2023-2027, keeping in mind the specific priorities of the Board.

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

- (a) Develop targeted recruitment strategies to attract and retain highly skilled staff;
- (b) Monitor implementation and compliance with National values and principles of Governance and public service in the County;
- (c) Monitor the implementation of the County performance management system;
and
- (d) Implement and enforce existing Human Resource policies throughout.

Part IV: Commitments and Obligations of the County Government

- a) Acknowledgement of receipt of correspondences 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 the exchequer receipt.

Part V: Reporting Requirements

The Chairperson shall prepare and submit quarterly and annual 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 Public Service Board

Signature:

RASHID OMAR IJEM

CHAIRPERSON



Date:

11-12-025

For and on behalf of the County Government

Signature:

H.E. MAJOR (RTD). PROF. DHADHO GADDAE GODHANA

GOVERNOR

Date:

11th Dec, 2025

Annex I Performance Contract Matrix for the Board

S/No		PERFORMANCE CRITERIA AND INDICATORS	UNIT OF MEASURE	WGT (%)	BASELINE/ STATUS FY 2024/25	ANNUAL TARGET FY 2025/2026
A		FINANCIAL STEWARDSHIP				
	A1.	Absorption of Allocated Funds	%	4	99.68	100
	A2.	Absorption of Externally Mobilized Resources	%	3	100	100
	A3.	Appropriation-in-Aid	Kshs.	1	6,160,417.02	1,000,000
	A4.	Pending Bills Ratio	%	2	0	≤1
		Weight Sub - Total		10		
B		SERVICE DELIVERY				
	B1.	Implementation of Citizens' Service Delivery Charter	%	3	100	100
	B2.	Digitalization of Government Services	%	3	100	100
	B3.	Resolution of Public Complaints	%	2	100	100
		Weight Sub - Total		8		
C		INSTITUTIONAL TRANSFORMATION				
	C1.	Development of County Planning Framework	%	3	100	100
	C2.	Competence Development	%	3	100	100
	C3.	Knowledge Management	%	2	100	100
	C4.	Cascading of Performance Contracts	%	2	100	100
		Weight Sub - Total		10		
D		CORE MANDATE				
	D1.	Policy Development and Implementation	%	6	100	100
	D2.	Compliance with Values and Principles	%	6	100	100
	D3.	Optimal Staff Resourcing Undertaken	%	6	100	100
	D4.	Promotion of Good Governance and Ethical Practices	%	6	100	100
	D5.	Reports to Constitutional Bodies Prepared and Submitted	%	10	100	100
	D6.	Human Resource Management and Development	%	5	100	100
	D7.	Performance Management Implemented	%	5	100	100
	D8.	Employee Labour Relations	%	5	100	100
	D9.	Ease of Doing Business	%	2	100	100
	D10.	Revenue Collection	N/A	N/A	N/A	N/A

	D11.	Disaster Management	%	2	100	100
	D12.	Customer Satisfaction	Report	2	100	100
	D13.	Youth Empowerment Initiatives	%	2	100	100
	D14.	Productivity Improvement	%	3	N/A	100
		Weight Sub -Total		60		
E		GOVERNOR'S DIRECTIVES				
	E1.	Governor'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	3,536,000	3,194,775.60
	F2.	Promotion of Local Content in Procurement	Kshs.	2	5,284,500	4,259,700.80
		Weight Sub - Total		4		
G		CROSS-CUTTING ISSUES				
	G1.	Youth Internships/Industrial Attachments/Apprenticeships	No.	1.5	11	12
	G2.	Work Environment	%	1.5	100	100
	G3.	Compliance with Statutory Obligations	%	1	100	100
	G4.	Asset Management	%	2	100	100
		Weight Sub - Total		6		
		OVERALL TOTAL WEIGHT		100		

Annex II: Explanatory Notes for Performance Indicators and Targets

A. FINANCIAL STEWARDSHIP

A1. Absorption of Allocated Funds

In the FY 2025/2026, the Board commits to absorb 100% of the total budget allocation amounting to Kshs. 88,169,447 to programmes, projects and activities for which the funds were appropriated and planned for.

A2. Absorption Externally Mobilized Resources

In the FY 2025/2026, the Board commits to absorb 100% of the externally mobilized resources totaling Kshs. 1,000,000 to programmes, projects and activities for which they were appropriated and planned for.

A3. Appropriation-in-Aid

In the FY 2025/2026, the Board commits to mobilize resources in cash and in-kind amounting to Kshs. 1,000,000 from donors.

A4. Pending Bills

In the FY 2025/2026, the Board commits to ensure that the pending bills do not exceed 1% of the approved budget for the financial year, translating to Kshs. 881,694.47.

B. SERVICE DELIVERY

B1. Implementation of the Citizens' Service Delivery Charter

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

- i) Display the reviewed Citizens' Service Delivery Charter prominently at the point of entry using the prescribed format. For the purpose of visibility and legibility by the customers, the size of the Charter will be at the minimum, be three feet in width and four feet in height, with clearly visible font size of the contents (10%);
- ii) Cascade the Citizens' Service Delivery Charter to all Directorates, by factoring realistic service turn-around timelines by the 2nd quarter (10%);
- iii) Customize the Citizens' Service Delivery Charter to unique needs and convenient access of the customers by among others by providing audio recordings and uploading the Charter on the Board's website by the 2nd quarter (20%);
- iv) Sensitize all the Board's staff on the contents of the Citizen's Service Delivery Charter by the 2nd quarter (10%); and
- v) Ensure conformity with 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. Digitalization of Government Services

During the FY 2025/2026, the Board commits to undertake 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 Board 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 Office of the County Secretary (20%).

C. INSTITUTIONAL TRANSFORMATION

C1. Development of County Planning Framework

In the FY 2025/2026, the Board commits to undertake the following:

- (i) Publish and disseminate the Board's Strategic Plan to key stakeholders by 4th quarter (10%);
- (ii) Publish and disseminate the Tana River County HR Manual 2025 to the County Departments (20%);
- (iii) Finalize development of the County Employment Equity Recruitment Plan (20%);
- (iv) Publish and disseminate the Succession Planning and Management Policy to the County Departments by 4th quarter (10%);
- (v) Develop Sexual Harassment Policy by the 4th quarter (20%); and
- (vi) Develop a Business Continuity Policy by the 4th quarter (20%).

C2. Competence Development

In the FY 2025/2026, the Board commits to the following:

- i) Interventions to address the identified skills gaps and training needs implemented through capacity building/training (60%);
- ii) Employee Performance Management refers to the assessment of individual employee's performance. It is based on the negotiated and agreed performance targets that are drawn from the County Departments, Corporations and Boards annual work plan and the PC. In this regard, the Board commits to undertake 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 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%).

C3. Knowledge Management

In the FY 2025/2026, the Board commits to the following:

- i) Participation in the development of a County Policy on Knowledge Management to be spearheaded by the Office of the Governor by the 4th quarter (40%);
- 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 the by 4th quarter (40%);
- 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 Performance Contract

In the FY 2025/2026, the Board commits to cascade the first level Performance Contract as follows:

- i) Chairperson to sign PC with the Board Secretary (20%);
- ii) Board Secretary to sign PC with the Deputy Director (30%); and
- iii) The Deputy Director to sign Staff Performance Appraisals with the staff (50%).

D. CORE MANDATE

D1. Policy Development and Implementation

In the FY 2025/2026, the Board commits to the following:

- (i) Whistle Blower Policy developed by 4th quarter (60%); and
- (ii) Implementation of the Delegation Instrument monitored by 4th quarter (40%).

D2. Compliance with Values and Principles

The County Government Act vests in the Board the mandate to promote, evaluate and report to the County Assembly the extent to which the values and principles mentioned in Articles 10 and 232 are complied with throughout the County Public Service. In the FY 2025/2026, the Board commits to promote the values and principles in Articles 10 and 232 as follows:

- i) Authorised Officers, Directors and Sub-county Administrators sensitized on the Code of Conduct and Ethics and Values and Principles in the public service by 4th quarter (70%); and
- ii) Devolution supported by strengthening collaboration between the two levels of Governments for improved service delivery by the 4th quarter (30%).

D3. Optimal Staff Resourcing Undertaken

The Board is committed to the provision of optimum staffing levels in the County for efficient and effective service delivery. In this regard, the Board commits to the following:

- i) Five-year County Recruitment plan developed by 4th quarter (50%);
- ii) Qualified and competent Records Officer recruited to manage the Board's registry (30%); and
- iii) Recruitment proposals from the Departments reviewed and aligned against the vacancies available within the authorized establishment (20%).

D4. Promotion of Good Governance and Ethical Practices

The Board commits to exercise disciplinary control by maintaining a disciplined human capital and ensuring speedy resolution of disciplinary cases. In this regard, the Board commits to the following:

- i) Capacity of the Board, including the Secretariat enhanced on Discipline and Compliance through training by 4th quarter (40%);
- ii) Declaration of Income, Assets and Liabilities (DIALs) process automated to enhance efficiency by 4th quarter (40%); and
- iii) Sensitize Authorised Officers (Directors, Sub-County Administrators and Ward Administrators) on Declaration, Income Assets and Liabilities by 31st October, 2025 (20%).

D5. Reports to Constitutional Bodies Prepared and Submitted

In the FY 2025/2026, the Board commits to prepare and submit requisite reports to Constitutional and Independent Offices as follows:

- i) A report on diversity and ethnic compliance in the County Public Service to the National Cohesion and Integration Commission (NCIC) by the 15th January, 2026 (30%);
- ii) A report on the execution of the Board's function to the County Assembly by 31st December, 2025 (35%); and
- iii) A report on the extent to which the Values and Principles referred to in Articles 10 and 232 are complied with in the County Public Service to the County Assembly by 31st December, 2025 (35%).

D6. Human Resource Management and Development

The Board is committed to professionalize its staff as part of human capital management and development. In this regard, the Board commits to the following:

- i) Professional development programs for staff conducted (50%);
- ii) The recommendations of the report on Staff Exit Interviews conducted during the previous FY 2024/2025 implemented (30%); and
- iii) Leadership Development Programs conducted through mentorship and coaching (20%).

D7. Performance Management Implemented

The Board is committed to the institutionalization of Performance Management at both the County and the Board. In this regard, the Board commits to the following:

- i) Advisory to the County Government made on the implementation and monitoring of Performance Management (50%); and
- ii) Compliance with Performance Contracting guidelines at the Board ensured and a report submitted to the County Integrated Performance Management Committee (CIPMC) (50%).

D8. Employee Labour Relations

In the FY 2025/2026 the Board commits to the following:

- i) Resolution of all staff discipline cases referred to the Board and within the stipulated timeline of sixty days (40%);
- ii) Authorized Officers (Directors, Sub-County Administrators and Ward Administrators) sensitized as TOTs on disciplinary procedures at the workplace (20%); and
- iii) All staff sensitized on disciplinary procedures in the workplace by the Authorized Officers (40%).

D9. Ease of Doing Business

In the FY 2025/2026, the Board commits to the following:

- i) Supplies contracts enforced (50%); and
- ii) Contractors/suppliers paid as per the stipulated timelines (50%).

D10. Revenue Collection

The Board does not engage in any revenue generating activity, hence does not collect revenue.

D11. Disaster Management

The Board is committed to the mainstreaming of disaster risk management in its policies, programmes, projects and activities to effectively manage loss of livelihood and lives in the event of a disaster. In this regard, the Board commits to the following:

- i) Participation in the 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%);
- 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%); and
- iii) Interventions in the disaster response plan implemented (50%).

D12. Customer Satisfaction

The Board 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 Board 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%).

p13. Youth Empowerment Initiatives

During the FY 2025/2026, the Board commits to promote youth empowerment by:

- i) Youth unemployment, underemployment and inactivity addressed through offering employment opportunities to the Youth (70%); and
- ii) Positive morals, values, patriotism and volunteerism for transformative leadership entrenched among the Youth (30%).

p14. Productivity Improvement

The Board 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 Board commits to participation in establishing of a county-wide baseline 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

The Board 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 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	15,000 00	15,000 00	i) Minimum allocated trees grown - 200 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 Board is committed to the empowerment of Youth, Women and Persons with Disabilities (PWDs). In this regard, the Board commits to allocate and award a minimum of 30% of the total procurement budget of Kshs. 10,649,252 translating to Kshs. 3,194,775 60 and a further 2% of the 30% translating to Kshs. 63,895.51.

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

- i) 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).

F2. Promotion of Local Content in Procurement

The Board 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 Board commits to allocate and award a minimum of 40% of the total procurement budget of Kshs. 10,649,252 translating to Kshs. 4,259,700.80. In addition, the Board 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 Board is committed to the progressive engagement of the Youth in Internship and Industrial Attachment programmes for skills transfer. In this regard, the Board commits to engage a total of 12 Youth in Industrial Attachments.

G2. Work Environment

The Board 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 Board 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 Board is committed to the compliance with laws and regulations governing its 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 Board 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 Board 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 Board 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