



PERFORMANCE CONTRACT

BETWEEN

CABINET SECRETARY

MINISTRY OF ENVIRONMENT, CLIMATE CHANGE AND FORESTRY

AND

PRINCIPAL SECRETARY

STATE DEPARTMENT FOR FORESTRY

FOR THE PERIOD

1ST JULY 2025 TO 30TH JUNE 2026

PREAMBLE

This Performance Contract (hereinafter referred to as “Contract”) is entered into between the Cabinet Secretary, Ministry of Environment, Climate Change and Forestry (hereinafter referred to as the “the Cabinet Secretary), (together with its assignees and successors) of P.O. Box 30126 – 00100 NAIROBI of the one part, and the Principal Secretary, State Department for Forestry (hereinafter referred to as the “the Principal Secretary”), (together with its assignees and successors) of P.O. Box 30126 – 00100 NAIROBI of the other part.

WHEREAS;

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

The Government recognizes that the State Department holds a key role in the implementation of the national priorities in order to improve the quality of lives of Kenyans and make Kenya globally competitive;

The purpose of this Performance Contract is to establish the basis for ensuring that efficient and effective services are delivered to Kenyans in line with the provisions of the Constitution and by requiring the State Department to adopt systems that enable innovativeness and adaptability of public services to the needs of users automation and on-boarding of services on the e-citizen platform.

This Performance Contract therefore represents a basis for continuous performance improvement that meets the needs and expectations of the Kenyan people.

Therefore, the parties hereto agree as follows:

Part I: Statement of Responsibility by the Principal Secretary

The mandate of the State Department for Forestry is as follows:

- i. Forestry Development Policy;
- ii. Forestry Management;
- iii. Support in Climate Change/Action Policy;
- iv. Development of Forests, Re-afforestation and Agro- forestry;
- v. Administration of forestry research to realize ecological balance within forests;
- vi. Administration of the regulations on the timber harvesting and trade of timber and timber products;
- vii. Collaboration with local communities and indigenous groups in forest management decisions in promoting sustainable livelihoods;
- viii. Public education on forest conservation for sustainable development; and
- ix. Co-ordination of the National Tree Growing Campaign (15 Billion Tree Growing Programme).

It is my responsibility to provide the required leadership in designing suitable plans and strategies that will contribute to high and sustainable socio- economic development. It is my undertaking to ensure that the State Department for Forestry has a credible strategic plan and performance contract that will deliver the desired goals.

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

A Clean, healthy, safe and sustainably managed resilient environment and natural resources'

(b) Mission Statement

To promote and facilitate good governance in the protection, restoration, conservation, development and management of environment and natural resources to support Biodiversity and Socio-economic transformation.

(c) Strategic Objectives

- i. Increase forest and tree cover towards the 30% target by 2032;
- ii. To strengthen Forestry governance;
- iii. To reduce land degradation;
- iv. To improve functioning of aquatic and terrestrial ecosystems;
- v. To strengthen research in environment and natural resources;
- vi. Enhance agroforestry development;
- vii. To strengthen Commercial Forestry development;
- viii. To strengthen wood and non-wood forest products value chain;
- ix. To enhance Enterprise development for Agroforestry and Commercial Forestry; and
- x. Increase sustainable resources for forestry sector.

Part III: Statement of Strategic Intent by the Principal Secretary

In carrying out my duties, I intend to put all my efforts towards contributing effectively and efficiently to the achievement of the national development agenda as espoused in the Kenya

Vision 2030 MTP IV, keeping in mind the specific priorities of the State Department for Forestry.

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

- i. Environment, Climate Change and Forestry Governance and Coordination;
- ii. Conservation, Protection, Restoration and Management of Environment and Forest Ecosystems;
- iii. Climate Change Adaptation and Mitigation;
- iv. Agroforestry and Commercial Forestry development; and
- v. Resource Mobilization and Partnerships.

Part IV: Commitments and Obligations of the Government

Acknowledgement of receipt of correspondences and approval of requests are made within the timelines stipulated in the Citizens' Service Delivery Charter.

The National Treasury releases ex-chequer within seven (7) days upon receipt of the request.

Part V: Reporting Requirements

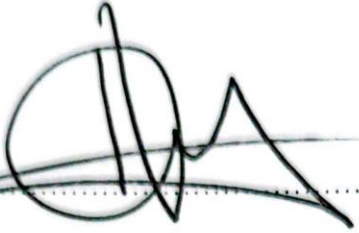
State Department for Forestry will submit its Quarterly and Annual performance reports online in the prescribed format to the designated agencies as specified in the Performance Contracting Guidelines for the purpose of monitoring progress and annual performance evaluation.

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 State Department for Forestry

Signature  Date 04/03/2026

GITONGA MUGAMBI, CBS

PRINCIPAL SECRETARY

For and on behalf of Ministry of Environment, Climate Change and Forestry

Signature  Date 4/3/26

DR. DEBORAH MLONGO BARASA, EGH

CABINET SECRETARY

ANNEX I: PERFORMANCE CONTRACT MATRIX

S/No	Performance Criteria	Unit of Measure	Weight (%)	Status in the Previous Year (FY 2024/25)	Targets for the FY 2026/27)
A	Financial Stewardship & Discipline				
	A.1: Absorption of Allocated Funds (GOK)	%	2	100	100
	A.2: Appropriation-in-Aid	Kshs	3	-	-
	A.3: Absorption of Externally Mobilized Funds	%	2	98.75	100
	A.4: Pending Bills Ratio	%	3	<1	<1
	Weight Sub-total		10		
B	Service Delivery				
	B.1: Implementation of Citizens' Service Delivery Charter	%	4	100	100
	B.2: Digitalization of Government Services	%	7	100	100
	B.3: Resolution of Public Complaints	%	4	100	100
	Weight Sub-total		15		
C	Core Mandate				
	C.1: Forest Conservation and Management	%	18	100	100
	C.2. Agro-forestry and Commercial Forestry Development	%	10	96	100
	C.3. Forest Research and Development	%	15	100	100
	C.4: Forestry Governance Strengthened	%	12	100	100
	C.5: World Environment & Forestry Events	%	5	100	100
	C.6 Productivity Improvement	Index	3	1.50	1.7
	C.7 Project Completion Rate	%	2	100	100
	Weight Sub-Total		65		

S/No	Performance Criteria	Unit of Measure	Weight (%)	Status in the Previous Year (FY 2024/25)	Targets for the FY 2026/27)
D	Implementation of Presidential Directives				
	D.1: Implementation of Presidential Directives	%	2		100
E	Affirmative Action in Procurement				
	E.1: Access to Government Procurement Opportunities (AGPO)	Kshs	2	30,209,753	45,000,000
	E.2: Promotion of Local Content in Procurement	Kshs	2	42,057,233	60,000,000
	Weight Sub-total		4		
F	Cross-Cutting				
	F.1: Asset Management	%	1	100	100
	F.2: Youth Internships/ Industrial Attachments/Apprenticeships	No	1	15	25
	F.3: Competence Development	%	1	100	100
	F.8: National Values and Principles of Governance	%	1	100	100
	Weight Sub-Total		4		
	Overall Total Weight		100		100

ANNEX II: EXPLANATORY NOTES

A. FINANCIAL STEWARDSHIP AND DISCIPLINE

A.1 Absorption of Allocated Funds (GOK)

In the Financial Year 2024/2025, the absorption of the allocated funds was at 95.86%.

The Principal Secretary commits to ensuring that the State Department absorbs 100% of the total budget amounting to **Ksh. 909,668,653** comprising of Kshs. **224,668,653** Recurrent and **Ksh.685,000,000** Development in the planned programs, projects, activities.

	Source of funds	Unit of measure	Target	Completion date
1.	Recurrent budget	Kshs.	224,668,653	6/30/2026
2.	Development budget	Kshs.	685,000,000	6/30/2026

A.2 Appropriation-in-Aid

In the Financial Year 2025/2026, the State Department has no planned collection of A.I.A.

A.3 Absorption of Externally Mobilized Funds (Donor Funds)

In the Financial Year 2024/25, the absorption rate for Green Zones Development Support Project Phase II was **98.4%** while the absorption rate for Capacity Development for Modern Technology in Forest Fire Management Project was at **99.1%**.

The Principal Secretary commits to ensuring that, the State Department absorbs **100%** of donor funds amounting in the planned programs, projects, and activities. The table below shows the funds by project designate, source.

S/No	Projects & Source of Funds	Donor	Budget (Ksh)
1.	Green Zones Development Support Project Phase	(ADB)	1,276,000,000. 00
2.	Capacity Development for Modern Technology in Forest Fire Management	(AFD)	800,000,00 0.00

A.4 Pending Bills Ratio

The Principal Secretary commits to ensuring that the pending bills will form the first charge while the State Department will put in place measures to ensure that, the pending bills do not exceed **Ksh. 9,096,686.53** which is **1%** of the approved budget of **Ksh. 909,668,653**.

	Sub-indicators	Unit of measure	Target	Completion date
1.	Ceiling for pending bills(as a percentage of the total approved budget for FY2025/2026)	%	1.00	6/30/2026

B. SERVICE DELIVERY

B.1 Implementation of Citizens' Service Delivery Charter

In the FY 2024/25 the State Department reviewed and displayed the Citizens Service Delivery Charter in the offices, receptions and boardrooms in both English and Kiswahili.

The Principal Secretary will ensure that the state department will:

	Sub- Indicators	Unit of Measure	Target	Completion Date
1	Display the Citizens' Service Delivery Charter prominently at the point of entry/service delivery points in both English and Kiswahili using the prescribed format;	%	10.00	6/30/2026
2	Customize the Citizens' Service Delivery Charter to unique needs and convenient access of the customers by among others, translating it to Braille, providing mechanisms for sign language, providing audio recordings and uploading it on the MDA's online platforms	%	20.00	6/30/20226
3	Sensitize staff on the Citizens' Service Delivery Charter	%	20.00	6/30/2026
4	Ensure conformity with commitments and standards in the Citizens' Service Delivery Charter by establishing compliance to the commitments stipulated in the	%	50.00	6/30/2026

	Sub- Indicators	Unit of Measure	Target	Completion Date
	Charter through undertaking quarterly monitoring, analyzing and compiling compliance quarterly reports as per the template in Annex VII			

B.2 Digitization of Government Services

In the FY 2024/2025, the State Department identified and digitized 2 core services including the Jaza Miti App and Weather Data and Information requests.

The Principal Secretary commits to undertake the following:

	Sub- Indicators	Unit of Measure	Target	Completion Date
1	Core services identified and prioritized for BPR;	%	10.00	6/30/2026
2	At least two core services re-engineered end-to-end;	%	35.00	6/30/2026
3	Re-engineered service processes digitalized; and	%	35.00	6/30/2026
4	All digitalized customer facing services on-boarded onto the e-citizen platform, where applicable.	%	20.00	6/30/2026

B.3 Resolution of Public Complaints

The Principal Secretary will ensure that the State Department undertakes the following towards resolution of public complaints:

	Sub-Indicator	Unit of measure	Target	Completion Date
1.	Resolve all complaints received	%	70.00	30 th June, 2025
2.	Provide access to information received	%	30.00	30 th June, 2025

C. CORE MANDATE

Bottom-Up Economic Transformation Agenda (BeTA)

C.1 Forest Conservation and Management Coordinated

In the FY 2024/2025, the State Department provided coordination role which led to: Intensive protection measures which ensured that **2.602 Million Ha** of gazetted public forests were well secured and managed; rehabilitation of **4,038.63 Ha** of degraded mangroves forest ecosystem; establishment of **1,339.98 Ha** of Bamboo forests and promotion of **4493 Ha** commercial bamboo growing on private land; Rehabilitation of **23,073.73 Ha** of degraded natural forest areas; refurbishment of **18** KFS Tree Nurseries; establishment of **3** new model KFS trees nurseries established; growing of **842 Million** trees by State and Non-State actors; and fencing of **61.6 Km** of gazetted forests (Mukutani (3.5), Menengai (16) Ngong (20) and Chepalungu (22.1).

The Principal Secretary commits to ensure that the State Department undertakes the following:

	Sub-Indicator	Unit of measure	Target	Completion Date
1.	Rehabilitation of 250 Ha of dryland forest landscapes and community forests facilitated (Narok 50ha, Kajiado 50ha, Taita Taveta 50ha, Makueni 50ha, Tharaka Nithi 50ha)	%	20.00	30 th June, 2026
2.	Growing of 2.769 Billion trees and production of 1.50 Billion seedlings by State and Non- State actors coordinated	%	15.00	30 th June, 2026
3.	Establishment of 100 Hectares (Tana River 75 ha & Garissa 25Ha)of high value woodlots facilitated;	%	15.00	30 th June, 2026
4.	Establishment of 1 community tree nurseries with a capacity of producing 1,000,000 seedlings in Suswa/ Magadi catchment facilitated;	%	15.00	30 th June, 2026
5.	Protection and management of 2.602 Million Hectares of gazetted forests Facilitated;	%	20.00	30 th June, 2026
6.	Rehabilitation of 1,400 ha of degraded mangrove forest ecosystem sites in the Counties of Lamu, Kilifi, Mombasa and Kwale coordinated; and	%	15.00	30 th June, 2026

C.2 Agro-forestry and Commercial Forestry Development

In the FY 2024/25, The Principal Secretary promoted establishment and maintenance of **40,900.94 Hectares** of agroforestry and commercial forestry enterprises in private and community lands.

The Principal Secretary commits to coordinate and facilitate the establishment of agroforestry and commercial forestry tree nurseries in counties to promote agroforestry and commercial forestry enterprises as follows:

	Sub-Indicator	Unit of measure	Target	Completion Date
1	Establishment of 7 tree nurseries with a capacity of 1,000,000 seedlings each in 7 counties coordinated (Siaya County; Uasin Gishu County; Garissa County; Trans Nzoia County; Meru; Taita Taveta County; and Kitui County)	No.	7.00	30 th June, 2026
2.	Support Growing of fruit tree seedlings	No.	572,000	30 th June, 2026

C.3 Forest Research and Development Undertaken

The Principal Secretary commits to develop sustainable forest research and allied technologies through: Production and Distribution of high quality tree seeds through research; Development of Forest research and allied natural resources technologies; development of planting materials for difficult to propagate indigenous tree species; and maintaining & establishing Seed sources. In the FY 2024/25, the State Department produced **75,789.76 kgs** of high quality tree seeds, distributed **63, 267.81 kgs** of tree seeds, maintained, and monitored the growth and performance of **116.6 ha** of silvi-cultural seed sources.

The Principal Secretary commits to ensure that the State Department facilitates the production and distribution of **100,000 Kgs** of quality tree seeds in line with the National Landscape and Ecosystem Restoration Strategy towards growing of 15 billion trees by 2032.

	Sub-Indicator	Unit of measure	Target	Completion Date
1	Facilitate production of 100,000 kgs of tree seed of different species through research	%	100,000	30 th June, 2026

C.4 Forestry Governance Strengthened

In the FY 2024/2025, the State Department finalized 8 regulations under the Forest Conservation and Management Act:

The Principal Secretary commits to ensuring that the State Department for Forestry undertakes the following:

	Sub-Indicator	Unit of measure	Target	Completion Date
1.	National Non-timber Forest Products Strategy Finalized;	%	20.00	30 th June, 2026
2.	National Forest financing strategy finalized; and	%	20.00	30 th June, 2026
3.	Commercial forestry strategy finalized	%	30.00	30 th June, 2026
4.	Eight (8) Forestry Regulations finalized (Registration of Private Forests Regulations; Gums and Resins Regulations; Concessions on Public Forests Regulations; Sustainable Forest Management Regulations; Grading and Valuation of Timber and other Forest Products Regulations; Export and Import Rules; Participation in Sustainable Forest Management Regulations; and Charcoal Regulations)	%	30.00	30 th June, 2026

C.5 World Environment & Forestry Events

The Principal Secretary commits to ensure that the State Department will fulfill its international obligation to the various treaties and protocols by marking the following World Environmental & Forestry events:

	Sub-Indicator	Unit of measure	Target	Completion Date
1	International Day for the Conservation of the Mangrove Ecosystem;	%	15	26 th July, 2025
2	World Bamboo Day;	%	10	18 th September, 2025
3	Mazingira Day;	%	10	10 th October, 2025
4	International Day of Forest;	%	15	21 st March, 2026
5	World Day for Combating desertification and drought;	%	10	17 th June, 2026
6.	International Day for Biological Diversity;	%	10	22 nd May, 2026

	Sub-Indicator	Unit of measure	Target	Completion Date
7.	Mara Day;	%	10	15 th September 2025
8.	Mount Elgon Day; and	%	10	7 th November 2025
9.	World Rainforest Day.	%	10	22 nd June, 2026

C.6 Productivity Improvement

The Principal Secretary commits to ensure that the State Department improve the productivity index from 1.50 to 1.70 as follows:

	Sub-Indicator	Unit of measure	Target	Completion Date
1	Productivity Index improved	Index	1.70	30 th June, 2026

C.7 Project Completion Rate

The Principal Secretary commits to implement the State departments' projects and ensure 100% realization of the planned milestones.

D. Implementation of Presidential Directives

D.1 Implementation of Presidential Directives

In the 2024/2025 Financial Year, the State Department continued with the implementation of the presidential directives through coordinating the production and planting of tree seedlings as part of attainment of 30% tree cover by 2032.

The Principal Secretary Commits to 100% Implementation of all Presidential Directives as shown in the Presidential Directives Matrix.

E. AFFIRMATIVE ACTION IN PROCUREMENT

E.1 Access to Government Procurement Opportunities (AGPO)

In the Financial Year 2024/2025, the State Department awarded **Ksh. 30,209,753** against a target of **Ksh. 22,939,237** to Youth, Women and PWDs.

The Principal Secretary commits to reserve and award a minimum of 30% (**Ksh 45,000,000**) of the total Procurement Budget amounts (**Ksh. 150,000,000**) to Women, Youth and PWDs. In addition, the State Department will award at least 2% (**Ksh. 900,000**) to PWDs. The AGPO targets are as follows:

	Sub-Indicators	Target (Ksh)
1	30% of Total Procurement Budget reserved for youth and women; and	45,000,000
2	2% of 30% AGPO Budget reserved for Persons with Disabilities.	900,000

E.2 PROMOTION OF LOCAL CONTENT IN PROCUREMENT

The State Department spent **Ksh. 42,057,233** on locally produced goods and services.

The Principal Secretary commits to reserve a minimum of 40% (**Ksh 60,000,000**) of the total Procurement Budget (**Ksh. 150,000,000**).

Total Procurement Budget	40% in Kshs
Ksh.150,000,000	Ksh. 60,000,000

F. CROSS CUTTING

F.1 Asset Management

The Principal Secretary commits to ensuring that the State Department will carry out the following:

	Sub-Indicator	Unit of measure	Target	Completion Date
1.	Maintain and update Asset Registers	%	30.00	30 th June, 2026
2.	Acquire assets ownership documents	%	30.00	30 th June, 2026
3.	Dispose idle assets	%	40.00	30 th June, 2026

The Principal Secretary also commits to ensuring quarterly and annual reports are submitted to the National Treasury as per the prescribed format.

F.2 Youth Internships/ Industrial attachment/Apprenticeships

In the Financial Year 2024/25, The State Department engaged **7** students under attachment programme and **8** interns.

The Principal Secretary commits to ensure that the State Department provides Internship and Industrial Attachment opportunities to **25** Youths as shown below.

	Sub-Indicator	Unit of measure	Target	Completion Date
1.	Internship opportunities	No.	10	30 th June, 2026
2	Industrial attachment	No.	15	30 th June, 2026

F.3 Competence Development

The Principal Secretary commits to continue with the implementation of the Skills Gap Analysis report by undertaking the following activities to systematically enhance skills and proficiency in order to address career progression of individual employees and improve both individual and institutional performances:

	Sub-Indicator	Unit of measure	Target	Completion Date
1.	Undertake Institutional Skills Gap Analysis	%	20.00	31 st December 2025
2.	Undertake staff training needs assessment and prepare annual staff training projections	%	10.00	31 st December 2025

	Sub-Indicator	Unit of measure	Target	Completion Date
3.	Address the identified skills gaps and training needs through interventions contained in the training needs assessment report	%	30.00	30 th June 2026
4.	Set individual employees annual performance targets for FY 2025/26 using the prescribed format	%	10.00	31 st July 2025
5.	Undertake Staff Performance Appraisal for all employees and compile the appraisal report for the FY 2024/25	%	15.00	31 st August 2025
6.	Develop an action plan and implement the recommendations emanating from the staff appraisal reports	%	15.00	31 st December 2025

F.4 National Values and Principles of Governance

The Principal Secretary commits to making National Values and Principles of Governance a central rallying ingredient and theme in the planning and execution of national policies, programs, projects and activities for improved service delivery by undertaking the following:

	Sub-Indicator	Unit of measure	Target	Completion Date
1.	Implement at least four (4) commitments and submit in the prescribed format an Annual Progress Report on the implementation of the commitments and way forward captured in the 2025/26 Annual President's Report on National Values and Principles of Governance. • Implement measures to improve accountability and openness in the management of public institutions, • Enhance collaboration and partnership between the two (2) levels of Government to strengthen devolution,	%	40	30 th June, 2026

	• Upscale gender and disability mainstreaming in service delivery, and • Implement measures to enhance nationhood and national identity)			
2.	Measures taken and progress achieved in the realization of National Values and Principles of Governance reported	%	60	30 th June, 2026

ANNEX I: PRESIDENTIAL DIRECTIVES

S/ No	Directive Name	Description	Date issued	Timeline s	Estimated cost (Million)	Funds allocated FY 2025/26 (Millions)	Key Deliverables FY 2025/26
1	National Tree Growing Restoration Campaign	The directive is to realize the projected 30% national tree cover by 2032 by growing 15 billion trees for restoration of 10.6 million hectares.	22/12/2022	2022-2032	1,200,000,000.00	20,000,000	• 6,000,000 trees grown (70%); • 65,000,000 seedlings produced; • Key stakeholders mobilized/supported to grow trees (30%)
2	Corruption Prevention	The Directive is in line with Provisions of Section 9 (1) of the Anti Bribery Act, Cap 79B and Anti-Bribery Regulations and Guidelines, 2022 for the purpose of prevention of bribery and corruption in public and private entities	30/06/2025	2025-2026	-	-	• Anti-Bribery corruption Mitigation Plan and procedures developed (40%). • Corruption mitigation plan and procedures implemented (40%). • Capacity building on corruption prevention undertaken (20%)