



PERFORMANCE CONTRACT

BETWEEN

THE GOVERNMENT OF THE REPUBLIC OF
KENYA THROUGH THE CABINET SECRETARY -
THE NATIONAL TREASURY

AND

BOARD OF DIRECTORS - KENYA TRADE
NETWORK AGENCY

FOR THE PERIOD
1ST JULY 2025 - 30TH JUNE 2026

Preamble

This Performance Contract (hereinafter referred to as "Contract") is entered into between the Government of the Republic of Kenya (hereinafter referred to as "GoK") represented by Cabinet Secretary - The National Treasury of (together with its assignees and successors) of the one part and Board-Kenya Trade Network Agency (hereinafter referred to as the Board of Directors), (together with its assignees and successors) of P.O. Box 36943 - 00200, 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 the provisions of the Constitution of Kenya;

The Government recognizes that MDAs hold a key role in the implementation of the national priorities in order to improve the quality of life of the citizens 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. MDAs are required to adopt systems that enable innovativeness and adaptability of public services to the needs of users through automation and on-boarding of services on the e-citizen platform.

This Performance Contract therefore represents the 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 Board of Directors

The Mandate of Kenya Trade Network Agency is to:

1. Establish, operationalize and manage a National Electronic Single Window System (Trade Facilitation Platform) and to facilitate trade.

It is our responsibility to provide the required leadership in designing suitable plans and strategies that will contribute to high and sustainable socio- economic development. It is our undertaking to ensure that the Kenya Trade Network Agency has a credible Strategic Plan and Performance Contract that will deliver the desired goals.

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

Part II: Vision Statement, Mission Statement and Strategic Objectives

(a) Vision Statement

A Global Leader in Trade Facilitation.

(b) Mission Statement

To facilitate trade by simplifying, harmonizing and automating business processes through effective and efficient management of the National Electronic Single Window System and provision of related services for Kenya's global competitiveness.

(c) Strategic Objectives

1. To increase automation of cross-border cargo documentation and clearance processes from a baseline of 95% to 99% by FY 2027/28.
2. To publish, the identified and documented import, export and transit cargo documentation and clearance processes from the 126 commodities in FY 2023/24 to 176 by FY 2027/28 on the information for trade portal. (Ten commodities annually).
3. To simplify and publish import and export cargo documentation and clearance processes from the 8 commodities in FY 2023/24 to 18 by FY 2027/28 on the information for trade portal. (Two commodities annually).
4. To promote e-commerce by providing a National Logistics Platform for eight trade logistics services by FY 2027/28. (Three trade logistics services annually).
5. To build capacity for 2,500 stakeholders annually in trade facilitation and other services.

6. To facilitate domestic trade by automating issuance of all the identified domestic trade permits or licenses issued by National Government Agencies by FY 2027/2028.
7. To maintain an average of 99.5% availability of information systems annually.
8. To enhance revenue raising strategies to finance 90% of the Agency's annual budget by FY 2027/28.
9. To increase the productivity index from a baseline of 2.019 in FY 2023/2024 to 4.0 by 2027/2028.
10. To enhance Corporate Image by increasing brand visibility and awareness from a baseline of 69.7% to 75% by 2027/2028.
11. To increase the customer satisfaction index by 3% from a baseline of 83.28% in 2023/2024 to 86.28% by 2027/28.

Part III: Statement of Strategic Intent by the Board of Directors

In carrying out our duties, we intend to put all our efforts towards contributing effectively and efficiently to the achievement of the national development agenda as espoused in the Kenya Vision 2030 MTP IV, Bottom-up Economic Transformation Agenda (BETA), keeping in mind the specific priorities of the Kenya Trade Network Agency.

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

1. Ensure that the operation of the National Electronic Single Window System which is a Kenya Vision 2030 flagship project is sustained and is in accordance with the Constitution.
2. Implement trade facilitation interventions geared towards achieving the Bottom-up Economic Transformation Agenda (BeTA) initiatives and reducing the cost of doing business.
3. Establish and maintain modern practices and ensure innovative services are offered to key stakeholders involved in international trade and transport logistics through implementation and operationalization of the System and related initiatives to improve service delivery.
4. Continuously advising the Government on matters that affect the operations of the National Electronic Single Window System and Trade Facilitation to enable the Government to make informed decisions in relation to new policies and legislations.
5. Execute the Agency's mandate in line with the National Electronic Single Window System Act CAP. 485D and Regulations 2024.

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.

Part V: Reporting Requirements

Kenya Trade Network Agency 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

The Performance Contract will run for one financial year from 1st July 2025 - 30th June 2026.

Part VII: Signatories to the Performance Contract

For and on behalf of Kenya Trade Network Agency

Signature.....

Date.....*12th September 2025*

HON. BASIL CRITICOS

CHAIRPERSON - BOARD OF DIRECTORS

Signature.....

Date.....*17th September 2025*

MR. MESHACK KIPTURGO

INDEPENDENT BOARD MEMBER - BOARD OF DIRECTORS

For and on behalf of the Government of the Republic of Kenya

Signature.....

Date.....*9/11/25*

HON. FCPA JOHN MBADI NG'ONGO, EGH

CABINET SECRETARY

THE NATIONAL TREASURY

ANNEX I: PERFORMANCE CONTRACT MATRIX FOR KENYA TRADE NETWORK AGENCY

S/no.	Performance Criteria	Unit of Measure	Weight (%)	Status Previous Year 2024/2025	Target (FY 2025/2026)
A	Financial Stewardship				
A1	Absorption of Allocated Funds (GoK)	%	5.00	90.92	100.0000
A2	Appropriation -In-Aid	Kshs.	2.00	1278605657.00	930300000.0000
A4	Pending Bills Ratio	%	3.00	0.00	1.0000
	Weight Sub-total		10.00		
B	Service Delivery				
B1	Implementation of Citizens' Service Delivery Charter	%	4.00	100.00	100.0000
B2	Digitalization of Government Services	%	7.00	100.00	100.0000
B3	Resolution of Public Complaints	%	4.00	100.00	100.0000
	Weight Sub-total		15.00		
C	Core Mandate				
C103_1	Partner Government Agencies (PGAs) onboarded to the National Electronic Single Window system.	%	7.00	100.00	100.0000
C103_2	Manual Import and Export processes reviewed	%	7.00	N/A	100.0000
C103_3	Risk Management Module enhanced.	%	7.00	N/A	100.0000
C103_4	Trade Facilitation Initiative enhanced.	%	7.00	N/A	100.0000
C103_5	Commodity procedures documented.	%	7.00	100.00	100.0000
C103_6	National Electronic Single Window System (Fee Reduction and Exemption) Regulations, 2025 developed and published.	%	7.00	N/A	100.0000
C103_7	Third (3rd) Generation Single Window System implemented.	%	7.00	N/A	100.0000
C103_8	Customer Relationship Management System Implemented.	%	7.00	40.00	100.0000

C103_9	Ease of doing business.	%	2.00	100.00	100.0000
C103_10	Project Completion Rate.	%	2.00	100.00	100.0000
C103_11	Science Technology and Innovation (STI) Mainstreaming.	%	2.00	100.00	100.0000
C103_12	Productivity Index improved.	Index	3.00	2.27	2.9000
	Weight Sub-total		65.00		
D	Implementation of Presidential Directives				
D1	Implementation of Presidential Directives	%	2.00	100.00	100.0000
	Weight Sub-total		2.00		
E	Affirmative Action in Procurement				
E1	Access to Government Procurement Opportunities	Kshs.	2.00	44772178.00	86805000.0000
E2	Promotion of Local Content in Procurement	Kshs.	2.00	60503692.75	115740000.0000
	Weight Sub-total		4.00		
F	Cross - Cutting				
F1	Asset Management	%	1.00	100.00	100.0000
F2	Youth Internships/ Industrial Attachments/ Apprenticeships	No.	1.00	56.00	56.0000
F3	Competence Development	%	1.00	100.00	100.0000
F4	National Values and Principles of Governance	%	1.00	100.00	100.0000
	Weight Sub-total		4.00		
	Total Weight		100.00		

ANNEX II: PERFORMANCE CONTRACT EXPLANATORY NOTES

A. Financial Stewardship

A1 - Absorption of Allocated Funds(GoK)

According to Public Finance Management (PFM) Regulations Section 211(5) classifies the Agency under Schedule 4(5) as an Executive Agency. Under Sections 219 to 221, there is no requirement for Agencies under Schedule 4 to remit their surplus funds to the National Treasury (NT). However, as an Executive Agency we are obligated to pay 30% income tax on the surplus. In this Financial Year, the Board commits to utilize 100% of the allocated GoK funds of the approved budget amounts to 1,406,600,000 which comprises Recurrent, Development budget and surplus to programmes, projects and activities for which they were appropriated and planned for. The surplus shall be placed in a sinking fund after payment of 30% income tax. Any expenditures from the Sinking Fund require prior approval from the National Treasury.

	Source of Funds	Unit of Measure	Target	Completion Date
1.	Recurrent Expenditure	Kshs.	732528000.00	6/30/2026
2.	Development Expenditure	Kshs.	245200000.00	6/30/2026
3.	Sinking Fund	Kshs.	428872000.00	6/30/2026

A2 - Appropriation -In-Aid

KenTrade shall raise a total of Kshs. 930,300,000 from the following sources:

	Source of Funds	Unit of Measure	Target	Completion Date
1.	Single Window related Fees	Kshs.	890300000.00	6/30/2026
2.	Interest income	Kshs.	40000000.00	6/30/2026

A4 - Pending Bills Ratio

KenTrade will ensure that all financial obligations are cleared, and all debts are settled by the end of the financial year and targets to close the FY 2025/2026 with pending bills that are less than or equal to 1% (Kshs. 14,066,000) of the total KenTrade Budget of Kshs. 1,406,600,000.00).

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Ceiling for Pending bills ratio(as a proportion of the total budget for FY 2025/2026 in percentage).	%	1.00	6/30/2026

B. Service Delivery

B1 - Implementation of Citizens' Service Delivery Charter

The Agency's Service Delivery Charter outlines the commitment of Agency to provide quality services to its stakeholders. It sets clear standards for service delivery, including timelines, responsibilities, and expected outcomes. The charter promotes transparency and accountability by informing stakeholders of what they can expect and how to seek redress when services fall short. Finally, it strengthens trust and improves customer satisfaction by fostering a culture of responsiveness and continuous improvement.

To achieve this objective, KenTrade shall undertake the following:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Displaying the revised service charter in the recommended size prominently at the point of entry at the Nairobi HQ, Nairobi ICD Office, Namanga, Isebania, Malaba and Busia Offices in both English and Kiswahili (minimum size '3x4' feet) with clearly visible font size of the contents.	%	10.00	8/31/2025

2.	Customize the revised charter to unique needs and convenient access of the customers by, translating the Charter to Braille, providing mechanisms for sign language, providing audio recordings and uploading the Charter on the KenTrade's online platforms. The Agency shall also share the Charter to Agency's social media platforms including Facebook and twitter/X account.	%	20.00	12/31/2025
3.	Sensitize all staff and 2,000 external stakeholders (active users of the System) on the KenTrade Citizens' Service Delivery Charter.	%	20.00	6/30/2026
4.	Ensure conformity with commitments and standards in the KenTrade Citizens' Service Delivery Charter by establishing compliance to the commitments stipulated in the Charter through undertaking quarterly monitoring, analyzing and compiling compliance quarterly reports in the prescribed template.	%	50.00	6/30/2026

B2 - Digitalization of Government Services

The digitalization of government services aims to improve efficiency, accessibility, and transparency in public service delivery. It reduces bureaucratic delays and costs by automating processes and enabling citizens to access services online anytime, anywhere. Additionally, it enhances accountability and data management, supporting better decision-making and service outcomes.

KenTrade shall implement the Digitalization of Government Services by:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Identifying and prioritizing core services for Business Process Re-engineering (BPR).	%	10.00	9/30/2025
2.	Re-engineering at least two of the identified and prioritized services from end -to end.	%	35.00	12/31/2025
3.	Digitalizing the re-engineered services processes.	%	35.00	6/30/2026
4.	Ensuring all digitalized customer-facing services are onboarded onto the e-citizen platform.	%	20.00	6/30/2026

B3 - Resolution of Public Complaints

KenTrade shall ensure all complaints are resolved by documenting and processing all complaints and providing access to information on compliant handling mechanisms. The Agency shall carry out the following activities:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Resolve all complaints received and processed by the end of each quarter.	%	70.00	6/30/2026
2.	Requests on access to information received and processed.	%	30.00	6/30/2026

C. Core Mandate

C103_1 - Partner Government Agencies (PGAs) onboarded to the National Electronic Single Window system.

This project involves onboarding additional Partner Government Agencies (PGAs) processes on the National Electronic Single Window System/Trade Facilitation Platform (TFP). The Agency has identified forty-one (41) PGAs involved in import and export process, thirty-nine (39) have already been onboarded. The two PGAs pending onboarding to the National Electronic Single Window System include Kenya Wildlife Service and Kenya Forest Service.

The Agency targets to onboard the two PGAs in the System during this contract period.

To achieve this, KenTrade will carry out the following;

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Onboard Kenya Wildlife Service and Kenya Forest Service import and export processes onto the National Electronic Single Window System.	%	100.00	6/30/2026

C103_2 - Manual Import and Export processes reviewed

This project involves reviewing the existing manual import and export processes for the already onboarded Partner Government Agencies and conducting business processes reengineering to automate the identified processes. The objective of this process is to increase automation of crossborder

cargo documentation and clearance processes from a baseline of 95% to 99% by FY 2027/28. The Agency has identified new KEPHIS and EPRA processes for integration/onboarding.

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Two processes reviewed and onboarded.	%	100.00	6/30/2026

C103_3 - Risk Management Module enhanced.

Risk management module is vital in Pre Arrival Clearance as it plays a pivotal role in import/export logistics by enabling Customs and Partner Government Agencies to electronically receive, review, and assess shipment documents before goods physically arrive at the port. This allows for risk-based interventions, streamlines inspections, and ensures that legitimate cargo is ready for rapid release the moment it docks.

Pre-Arrival Clearance ensures there is faster clearance, lower storage and demurrage costs, and enhanced predictability in supply chains. Risk management helps Partner Government Agencies to improve their targeting of high risk shipments, more accurate revenue collection, and relief from border congestion.

To achieve this, KenTrade will carry out the following;

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Risk parameters reviewed and signed off for the PGAs.	%	50.00	12/31/2025
2.	Train two PGAs on Configuration of the risks parameters in the System	%	50.00	3/31/2026

C103_4 - Trade Facilitation Initiative enhanced.

KenTrade will train and sensitize 2500 stakeholders in the National Electronic Single Window System in order to enhance trade facilitation initiatives.

To achieve this, KenTrade will carry out the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Undertake training of 500 stakeholders on the National Electronic Single Window System modules at the various Points of Entry (POEs).	%	50.00	6/30/2026
2.	Undertake sensitization of 2,000 stakeholders on the National Electronic Single Window System products and other Agency products.	%	50.00	6/30/2026

C103_5 - Commodity procedures documented.

Kenya has committed under the World Trade Organization Trade Facilitation Agreement to improve on access to information on export and import processes and procedures. To do this, KenTrade has implemented an online platform known as the information for trade portal. The Agency collaborates with Partner Government Agencies to identify commodities to document their export and import procedures and publish them on the portal. The identification of the commodities is informed by the Economic Survey and the Guided Trade Initiatives under The African Continental Free Trade Area (AfCFTA) which provide the most traded commodities in international trade. The Agency Commits to document ten (10) additional commodity procedures on the Information for Trade Portal to increase the number from the 138 commodities in FY 2024/2025 to 148 by end of 2025/26 FY. To achieve this, KenTrade shall carry out the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Document import, export and transit procedures for the ten commodities on the information for trade portal	%	50.00	5/31/2026
2.	Publish import, export and transit procedures for the ten commodities on the information for trade portal	%	30.00	6/30/2026
3.	Sensitize 100 stakeholders on the documented commodity procedures.	%	20.00	6/30/2026

C103_6 - National Electronic Single Window System (Fee Reduction and Exemption) Regulations, 2025 developed and published.

The National Electronic Single Window System (NESWS) (General) Regulations, 2024 were enacted in April 2024 thereby enabling the Agency to charge certain user fees for services listed in the Second Schedule to the said Regulations. Pursuant to Section 35 of the Business Laws Amendment Act, 2024, Section 11 of the NESWS Act was amended to give the Cabinet Secretary powers to make Regulations to provide for reduction or exemption of fees and the conditions for reduction of fees or exemption from payment of fees.

To give effect to Section 11(c) of the NESWS Act (as amended), and, in order to support exports, the Agency commits to develop the draft National Electronic Single Window System (Reduction and Exemption of Fees) Regulations, 2025.

To achieve this the Agency undertakes to implement the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Conduct public participation on the draft National Electronic Single Window System (Fee Reduction and Exemption) Regulations, 2025.	%	70.00	9/30/2025
2.	Submission of the final draft to Parliament for acceding and formal approval.	%	30.00	3/31/2026

C103_7 - Third (3rd) Generation Single Window System implemented.

The National Electronic Single Window System has been operational for thirteen years, there is need for constant improvement, upgrading, adding functionalities and simplifying procedures. This means that the Agency is required to periodically evaluate the level of implementation of the System to ensure beyond reasonable doubt that the objectives of implementing the System are being achieved. The SWS assessment will help KenTrade to understand the state of implementation, identify institutional, corporate governance and legal gaps as well as evaluate the technology framework in use in line with the fast-changing technological environment.

The Agency commits to develop a business case for the 3rd Generation Single Window by undertaking the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Undertake business requirements gathering and analysis of the 3rd Generation Single Window System.	%	50.00	3/31/2026
2.	Develop and sign off System requirements specifications for the 3rd Generation Single Window System.	%	50.00	6/30/2026

C103_8 - Customer Relationship Management System Implemented.

The objective of this project is to ensure availability of contact center services and improve the customer satisfaction index. To achieve this the Agency undertakes to implement customer relationship management and telephony systems. KenTrade shall undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Customer Relationship Management and Telephony system implemented	%	60.00	12/31/2025
2.	Train 100% of staff and assess acceptance rate	%	40.00	2/28/2026

C103_9 - Ease of doing business.

Under the Trading across borders sub-indicator, KenTrade will simplify two additional commodity procedures and publish them on the Information for Trade Portal. The commodities to be simplified are identified in collaboration with other Partner Government Agencies and informed by the Economic Survey and the Guided Trade Initiatives under The African Continental Free Trade Area (AfCFTA) which provide the most traded commodities in international trade.

The simplification of the commodity import and export procedures involves identification of redundant and duplicated trade procedures and eliminating them to enhance the ease of doing business.

To achieve this, KenTrade shall carry out the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Jointly with other Government Agencies key to these processes simplify the import and export procedures for the two commodities on the Information for Trade Portal.	%	60.00	5/31/2026
2.	Publish the simplified import and export procedures for the two commodities on the information for trade portal.	%	20.00	6/30/2026
3.	Sensitize 100 stakeholders on the Simplified commodity procedures	%	20.00	6/30/2026

C103_10 - Project Completion Rate.

The Agency is committed to ensure the projects undertaken are fully implemented, to enhance the security, trust, resilience, and quality of its digital platforms, KenTrade has planned to acquire and implement a Static Application Security Testing (SAST) solution, Dynamic Application Security Testing (DAST) solution, and Software Quality Assurance (SQA) Platform. This investment will enable proactive identification and remediation of software vulnerabilities during development and runtime, reduce risks of cyber threats and data breaches, and ensure compliance with global cybersecurity and data protection standards. The integrated approach will significantly improve the security posture, reliability, and performance of KenTrade's applications, supporting its mandate to provide secure, efficient, and trusted trade facilitation systems

The Agency undertakes to achieve 100% implementation of the above project:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Project completion rate.	%	100.00	6/30/2026

C103_11 - Science Technology and Innovation (STI) Mainstreaming.

This indicator aims to ensure that the Agency entrenches Science, Technology, and innovations into programs to facilitate the attainment of the national development agenda.

To achieve this, KenTrade shall undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Establish Collaborations and Partnerships in Research, Science, Technology and Innovation (RSTI) with two Universities.	%	45.00	6/30/2026
2.	Ensure technologies and innovations are transferred to the Agency on trade logistics sector based on the collaborations and partnerships.	%	55.00	6/30/2026

C103_12 - Productivity Index improved.

This performance indicator entails development, implementation and adoption of strategies and interventions that enable KenTrade to measure, manage and improve productivity and ultimately entrench a culture of productivity. For effective implementation of the performance indicator, KenTrade shall undertake the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Productivity Index improved	Index	2.90	6/30/2026

D. Implementation of Presidential Directives

D1 - Implementation of Presidential Directives

The President issued the National Tree Growing and Restoration Campaign directive on 21st December 2022. The Directive is expected to grow 15 billion trees for restoration of 10.6 million hectares of forest cover by 2032. This initiative is expected to increase forest and tree cover from 12% to 30% by 2032. The Agency shall plant 3000 trees to implement this directive.

The Agency shall also implement the Presidential Directive on Corruption Prevention.

To achieve this, KenTrade shall implement the Directives under Annex IV- Presidential Directives Matrix.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Implementation of Presidential Directive	%	100.00	6/30/2026

E. Affirmative Action in Procurement

E1 - Access to Government Procurement Opportunities

The Board commits to allocate and award at least 30% of the total value of the procurement budget (Kshs. 289,350,000) for goods and services as provided in the annual procurement plan to youth, women and PWDs. At least 2% of the 30% of the procurement budget for goods and services will be reserved for PWDs. In addition, the Board also commits to: i) Build the capacity of the three target groups through training on government procurement procedures, requirements for accessing government procurement opportunities and on the specific opportunities available. ii) Pre-qualify the registered groups (as an affirmative action) and submit to PPRA a summary of the procurement opportunities allocated to the target groups in the format provided in the PPRA website, www.tenders.go.ke. iii) Submit a summary of the procurement opportunities allocated to PWDs to NCPWD, via dmd@ncpwd.go.ke.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Reserve and award 30% of the total procurement budget to Youth, Women and Persons with Disabilities	Kshs.	86805000.00	6/30/2026
2.	Reserve and award a minimum of 2% of the 30% to Persons with Disabilities (PWDs)	Kshs.	1736100.00	6/30/2026

E2 - Promotion of Local Content in Procurement

The Board commits to allocate and award at least 40% of the total value of the procurement budget (Kshs.289,350,000) for goods and services produced locally as provided in the annual procurement plan. This is aimed at promoting consumption of locally produced goods and services that will contribute to among other things, employment creation and growth of local industries. In addition, the Board also commits to prepare and submit quarterly progress reports on the implementation of this indicator to the Ministry of Investments, Trade, and Industry in the prescribed format.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Reserve and award 40% of the total procurement budget to locally produced goods and services	Kshs.	115740000.00	6/30/2026

F. Cross - Cutting

F1 - Asset Management

Asset management ensures that the Agency's resources are efficiently acquired, maintained, utilized and disposed to maximize value and minimize costs over their lifecycle. It helps in strategic decision-making by providing accurate data on asset performance, condition, and risks.

To achieve this, KenTrade shall ensure the following.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Verified and updated Assets Register is maintained.	%	30.00	6/30/2026
2.	Assets Ownership documents acquired.	%	30.00	6/30/2026
3.	Idle Assets are disposed.	%	40.00	6/30/2026

F2 - Youth Internships/ Industrial Attachments/ Apprenticeships

KenTrade shall provide internships/apprenticeships/attachments to at least 5% of the total in-post of the staff establishment (5% of 85) during the year as shown below:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Attachments.	No.	39.00	6/30/2026
2.	Internships/Apprenticeships.	No.	17.00	6/30/2026

F3 - Competence Development

Competence development equips individuals with the necessary skills and knowledge to perform effectively in a constantly evolving work environment. It enhances productivity, adaptability, and innovation, ensuring that organizations remain competitive and resilient. Additionally, investing in employee growth fosters engagement, motivation, and long-term retention.

To achieve this, KenTrade shall undertake the following activities.

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Update the institutional Skills Gap Analysis.	%	20.00	12/31/2025
2.	Undertake Staff Training Needs Assessment and prepare annual staff training projections.	%	10.00	12/31/2025

3.	Address the identified skills gaps and training needs through interventions such as recruitment, outsourcing, capacity building/training, coaching, etc.	%	30.00	6/30/2026
4.	Undertake Employee Performance Management by carrying out the following: i) Set individual employees annual performance targets for FY 2025/26 using the prescribed format by 31st July 2025. ii) Undertake Staff Performance Appraisal for all employees and compile the appraisal report for the FY 2024/25 by 31st August 2025.iii) Develop an action plan and implement the recommendations emanating from the staff appraisal reports.	%	40.00	6/30/2026

F4 - National Values and Principles of Governance

The National Values and Principles of Governance provide a foundation for ethical leadership, accountability, and inclusivity in public service. They guide decision-making and policy implementation to promote unity, equity, and sustainable development for all citizens.

To implement this indicator, KenTrade shall carry out the following activities:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Implement the following commitments and submit in the prescribed format an Annual Progress Report on the implementation of the commitments and way forward captured in the 2024/25 Annual President's Report on National Values and Principles of Governance. i) Enhance the capacity of institutions and stakeholders in the promotion of national values and principles of governance by training the committee and sensitizing all staff on national values and principles of governance (10%). ii) Implement measures to promote accountability and openness in the management of public affairs and institutions by publishing financial statements and suppliers' prequalification list on the Agency website (10%). iii) Enhance collaboration and partnership between the two levels of Government to strengthen devolution by engaging two counties in the review of the National Electronic Single Window System Regulations (10%). iv) Upscale gender and disability mainstreaming in service delivery by establishing gender and disability committee, compliance with gender equity ratio and sharing all opportunities (employment and procurement) with National Council for Persons with Disabilities (NCPWD) (10%). v) Implement measures to enhance nationhood and national identity by participating in key national events/celebrations(10%).	%	40.00	6/30/2026

2.	Submit in the prescribed format the Annual Report on measures taken and progress achieved in the realization of National Values and Principles of Governance. The above two annual reports shall be submitted to the Directorate of National Cohesion and Values by 15th July, 2026 in hard copy and emailed to nationalvalues2017@gmail.com with a copy to Nationalvalues2017@headofpublicservice.go.ke .	%	60.00	7/15/2026
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ANNEX III: PROJECT IMPLEMENTATION MATRIX

SNo	Project Name	Project Description	Location	Total Estimate Cost	Current Status (status of physical completion)	Allocation for FY 2025/2026	Expected Deliverables (Outputs) for FY 2025/2026
1.	Implementation of a Static Application Security Testing (SAST) solution, Dynamic Application Security Testing (DAST) solution, and Software Quality Assurance (SQA) Platform.	Design and develop Application Security Testing (SAST) solution, Dynamic Application Security Testing (DAST) solution, and Software Quality Assurance (SQA) Platform.	KenTrade Headquarters	6000000.00	Gathering of requirements	6000000.00	Fully implemented and rolled out Platform.

ANNEX IV: PRESIDENTIAL DIRECTIVES MATRIX

SNo	Directive	Description	Date Issued	Timeline	Total Estimated cost	Allocation for FY 2025/2026	Key Deliverables for FY 2025/2026
1.	National Tree Growing and Restoration Campaign	The Directive is expected to grow 15 billion trees for restoration of 10.6 million hectares by 2032. This initiative is expected to increase forest and tree cover from 12% to 30% by 2032.	12/21/2022	30-06-2032	500000.00	500000.00	i) Grow a minimum of 3,000 trees within the year (70%). ii) Mobilize three key stakeholders in liaison with the State Department for Forestry to grow trees (30%).

2.	Corruption Prevention	The Directive is in line with the provision 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 the public and private entities.	6/30/2025	30-06-2026	100000.00	100000.00	i) Anti-bribery and corruption mitigation plan and procedures developed (40%). ii) Corruption mitigation plan and procedures implemented (40%). iii) Capacity building on corruption prevention undertaken (20%).
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