



EXECUTIVE OFFICE OF THE PRESIDENT
CHIEF OF STAFF & HEAD OF PUBLIC SERVICE
 OFFICE OF THE DEPUTY CHIEF OF STAFF,
 PERFORMANCE & DELIVERY MANAGEMENT



THE RATIONALE FOR PERFORMANCE CONTRACTING IN THE PUBLIC SERVICE

In 2001, the Government of Kenya launched several reform initiatives to enhance performance in the public service and ensure effective service delivery. These initiatives were grounded in a Results-Based Management (RBM) framework and included the introduction of Strategic Planning, Annual Work Planning, Performance Contracting, Rapid Results Initiatives (RRI), Programme-Based Budgeting (PBB), Monitoring and Evaluation, the Staff Performance Appraisal System (SPAS), and Business Process Re-engineering (BPR), among others.

The Government has been implementing these Performance Management initiatives to align planning, budgeting, implementation, and the delivery of targeted results. These initiatives also aim to accelerate the realization of the National Development Agenda, as outlined in Kenya Vision 2030 and its Medium Term Plans (MTPs), as well as the Kenya Kwanza Administration's Bottom-up Economic Transformation Agenda (BETA). They are integrated at the organizational level within the Strategic Plans for Ministries, Departments, State Corporations, and Tertiary Institutions (MDAs).

Performance Management aims to achieve the following objectives: provide a framework that connects national and MDAs' development planning, budgeting, and implementation processes to ensure optimal program execution and the delivery of targeted results; enhance the capacity of the public service to deliver services more efficiently and effectively; and focus public service efforts on facilitating the achievement of the National Development Agenda. Additionally, Performance Management establishes a framework for cascading strategic intent and promotes the participation of all stakeholders. It improves the implementation of projects and programs, enhances service delivery to citizens, and fosters a performance and results-oriented culture with the appropriate values and ethos within the public service. Furthermore, it links rewards and sanctions to performance outcomes.

Since its launch in 2004, Performance Contracting has been utilized by successive governments to drive the National Development Agenda and foster a results-based culture in public service delivery. It has ensured clear allocation of roles and responsibilities among various accountability centers, enhancing the overall performance of public institutions. Additionally, Performance Contracting has reduced duplication of functions among public sector organizations, improved the utilization of public resources, and boosted revenue generation. Furthermore, it has increased transparency in government operations and promoted accountability for results by linking rewards to measurable performance.

The Performance Contracts (PCs) for Government Ministries, Departments, and Agencies (MDAs) are derived from their respective Strategic Plans, which are aligned with the Fourth Medium-Term Plan (MTP IV) 2023-2027 and the Government's Bottom-up Economic Transformation Agenda (BETA). The commitments outlined in the Performance Contracts are based on each MDA's man-



By Eliud Owalo FIHRM FESK EGH

date, priorities, approved budget, and Annual Work Plan for the financial year. They are also aligned with the available human capital and equipment or facilities necessary to support the achievement of set targets.

The target-setting process involves examining the baseline performance levels from the previous financial year, along with the available resources, systems, and the current operational environment to facilitate the achievement of the established targets.

Performance Contracts for Cabinet Secretaries for the current 2024/25 financial year were negotiated within the MDAs and vetted by a technical team from the Office of the Deputy Chief of Staff for Performance and Delivery Management in the Executive Office of the President. This process is followed by ongoing validation of commitments with Cabinet Sec-

In Performance Management, it is a widely accepted fact that people deliver what is inspected, not just what is expected, and what gets measured gets done.

retaries, aimed at establishing a common understanding and promoting ownership of the commitments outlined in the Performance Contracts. The validation also facilitates the clear apportionment of targets to accountability centers at various levels within the ministries. This exercise is a critical step in preparing for the signing of the Performance Contracts between His Excellency the President and the Cabinet Secretaries, ensuring effective leadership and implementation of the commitments.

Upon signing the Performance Contracts, all

Cabinet Secretaries will cascade their commitments to their respective Principal Secretaries, Heads of Directorates, Divisions, Sections, and Units, and ultimately to all officers within the respective MDAs. Additionally, Cabinet Secretaries are expected to sign Performance Contracts with state corporations and Semi-Autonomous Government Agencies (SAGAs) under their jurisdiction.

Every three months during the financial year, each State Department and its State Corporations are required to prepare and submit a Quarterly Performance Report, detailing their achievements against the set targets. A Mid-Term Review is conducted at the six-month mark to assess progress and identify strategies for accelerating results, particularly in areas where performance is lagging. At the end of the financial year, an Annual Performance Report is compiled, allowing for the evaluation of results and providing feedback to MDAs, along with key lessons for improving future performance.

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One of the key challenges identified in the implementation of the Government's performance contracting system is the weak connection between actual performance by MDAs and the communication of results to key stakeholders, particularly the public. It has been observed that Government MDAs often achieve significant results with the potential for a positive impact, yet these achievements remain largely unknown to the public, who are the primary beneficiaries. To address this issue, the Office of the Deputy Chief of Staff for Performance and Delivery Management, in collaboration with all ministries, is launching a major awareness and publicity campaign aimed at informing the public about key results and milestones achieved by MDAs and their relevance to the daily lives of Wananchi. This campaign is also expected to provide an opportunity to gather feedback and enhance public confidence in government institutions.

It is H.E President Dr William Samoei Ruto's belief that everyone, one appointed to public service, is accountable for results to the citizens.

The writer is the Deputy Chief of Staff for Performance and Delivery Management in the Executive Office of the President.



Facts & Figures



KSH 2,900

Avail sexed semen to dairy farmers at a subsidized rate of KSH 2,900 from KSH 8,000.



65,334

Restock livestock lost due to drought and floods - distribute 65,334 animals in 10,208 households to 16 counties.



12.5 million

12.5 million bags of fertilizer to be distributed by June 2025



250,000

The Ministry of Water, Sanitation and Irrigation plans, in this Financial Year, to increase paddy rice production to 250,000 tons



773,069

The Ministry of Water, Sanitation and Irrigation plans to increase the area under irrigation to 773,069 acres.



5,000

Enhance the industrial Skills for 5,000 Youths Through Training



470,000

Government will contribute to the expansion of the employment creation base from 410,000 to 470,000



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Consolidated commitments from first seven Ministries vetted

OFFICE OF THE PRIME CABINET SECRETARY AND MINISTRY OF FOREIGN AND DIASPORA AFFAIRS

1. Enhancing Diaspora Savings, Investments and Remittances through:

- Diaspora Investment Strategy Finalized and Launched
- Platform for dissemination of Diaspora Investment information established
- Conference on Remittances hosted
- Establishment of Diaspora Bond championed

2. Promoting Diaspora Skills and Expertise through:

- Finalisation of an Integrated Diaspora Jobs Platform (KaziMajuu Portal)
- Strategic Partnerships on International Jobs Negotiated with Three (3) Potential Employers/Countries
- Sensitization of Kenyans on International Jobs

3. Promoting Economic Cooperation, Trade and Investment by:

- Economic cooperation deepened through participation and articulation of Kenya's strategic interest in EAC, COMESA, AfCFTA, OACPS -EU, IORA, WTO, UNCTAD, TICAD, and FOCAC
- Commercial ties strengthened and market access expanded through:
 - Participation of Kenyan trade delegations in 10 international trade fairs, exhibitions and business meetings (15%)
 - Kenya's participation in three (3) Joint Economic Commission (JEC)/Joint Trade Committees (JTC) (15%)
- Promoting Kenya as a diplomatic hub and venue for international meetings by lobbying to host two (2) conferences and events in Kenya

4. Coordinating the Government Legislative Agenda (GLA) by:

- Tracking the implementation of Government Legislative Agenda (GLA)



- Status of Government Business in Parliament
- Parliamentary Liaison Framework Developed and Implemented
- Policy Advisory Briefs on Emerging Issues Rendered

5. Championing Diaspora Welfare and Protect their Rights by:

- Repatriating Kenyans in Distress/Mortal Remains
- Offering Mobile Consular Services to the Kenyan Diaspora in Five (5) Countries
- Operationalizing Diaspora Safe Houses in Thailand and Qatar
- Developing a Comprehensive Diaspora Growth Strategy
- Develop and implement the Kenya Diaspora Mental Wellness Action Plan

6. Strengthening the Policy, Legal and Institutional Framework by:

- Committing to finalizing the Kenya Diaspora Policy 2024
- Ensuring that the Diaspora Bill is formulated
- Reviewing the Foreign Service Act, 2021 and submitting it to Parliament for approval
- Developing and submitting the Sessional Paper on Foreign Policy to Parliament for approval

- Reviewing the Foreign Policy, 2014
- Operationalising the Diaspora Placement Agency
- Operationalising the Diaspora Agencies in 10 Missions

7. Elevating Kenya's Anchor State Status by:

- Promoting National, Regional and International peace, and security through:
 - Monitoring and assessing the political and security situations globally for emerging issues and trends and prepare quarterly reports (5%)
 - Facilitating Kenya's participation in 10 regional and international peace and security mechanism within the framework of the EAC, ICGLR, IGAD, AU and the UN (10%)
 - Facilitating dialogue, mediation and negotiations to resolve regional and global conflicts and prepare quarterly progress reports (5%)
 - Articulating Kenya's Foreign Policy Position during participation in the following meetings:
 - The 79th session of the UN High Level General Debate (4%)

- Africa Union Summit (4%)
- IGAD Ministerial Meeting (3%)
- EAC Heads of State Summit (3%)
- Forum on China Africa Cooperation (FOCAC) 3rd -6th September 2024 (4%)
- TICAD (2%)
- Strengthening existing bilateral relations and opportunities for cooperation by:
 - Undertaking 10 inbound and outbound State/official visits (5%)
 - Concluding negotiation and signing of five (5) Agreements and five (5) MoUs (5%)
 - Undertaking 10 JCCs/JMCs/JPCs/MTRs and Political Consultation Sessions (10%)
- Strengthening Kenya's presence and influence in Regional and International organizations through:
 - Lobbying for three (3) Kenya Country candidatures in key organs in the multilateral system (7%) and
 - Lobbying for the appointment of three (3) Kenyans to strategic positions in international organizations (8%)
- Developing and implementing Strategy for Elevating Kenya's Anchor State Status
- Strengthening international cooperation on environment and climate issues through Participation and Kenya's contributions in the 29th Session of the Conference of the Parties (COP 29) to the United Nations Framework Convention on Climate Change

8. Strengthening Public Diplomacy, Socio-Cultural Heritage and Stakeholder Engagement through:

- Preparing and publishing the 11th President's Report to the National Assembly on fulfilment of Kenya's International Obligations
- Preparing the 8th Cabinet Secretary's Report to the National Assembly on Treaties Ratified by Kenya

MINISTRY OF COOPERATIVES AND MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs)

1. Promotion of Kenya Coffee

This will entail the government participating in national and international coffee trade fairs to promote Kenya's coffee.

2. Waiving verified coffee debts

The Ministry will facilitate the verification of submitted coffee debts and waive the same up to a value that is accommodated by the budgetary allocation (KSH 2b for FY 24/25)

3. Governance and accountability within the cooperative movement enforced

The Ministry will carry out the following activities in its endeavor to fulfill this commitment:

- Disseminate code of conduct and ethics to cooperative societies management
- Conduct inspections in Cooperatives societies as a prerequisite for inquiries in

Cooperatives, as well as a mandate in Apex, Federation, Diaspora, Digital & Holdings Cooperatives

- Train cooperative officials on Ethics, Integrity and Good Governance as per the existing MOU with EACC Process all the corruption and noncompliance cases submitted to the State Department
- Sensitize 47 County Government staff on the Cooperatives Act
- Disseminate the Cooperatives Act to stakeholders (Cooperatives)
- Other activities to be carried out under this commitment include
 - Prepare quarterly and annual reports on Declaration of Income Assets, Liabilities for Cooperative Societies officials
 - Review MOU with EACC on combating and preventing corruption, economic crime



- and unethical practices in cooperative societies
- Conduct inquiries in Cooperatives societies
- Issue all applicable surcharges
- Register all submitted audited accounts
- Register all eligible audit firms authorized to audit cooperatives societies
- Issue two technical updates

on emerging issues affecting Cooperative societies

4. Enabling Access to Quality and Affordable Finance for Growth of the MSME Sector

The Ministry will carry out the following activities under this commitment:

- Develop and socialize Financial Inclusion Fund credit score to promote credit worthiness

- Develop and promote adoption of alternative data for credit underwriting
- Undertake mid-term evaluation to assess impact of Financial Inclusion Fund (FIF)

5. Creating a Conducive Business Environment for MSME Sector

The activities that will be carried out under this commitment by the Ministry include:

- Review MSME Policy 2020 and forward to the Cabinet for approval
- Develop MSME formalization policy and forward to Cabinet for approval
- Review the MSME Act 2012 and forward to the Cabinet for approval
- Develop draft MSME Start-up Bill
- Develop the Financial Inclusion Policy and forward to the Cabinet for approval



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MINISTRY OF INVESTMENTS, TRADE AND INDUSTRY

1. Textile and Apparel Value Chain Development

The Ministry will develop a Cotton, Textile and Apparels Policy in order to enhance value addition in the textile and apparels sub sector, increase production of locally manufactured fabrics and garments and increase exports in the sector during the FY 2024/2025

2. Leather Sector Promotion and Development of Value Chain

The Ministry will formulate a strategy for processing and manufacturing of leather and leather products in order to enhance promotion of quality leather and leather goods and promote leather value chain sector

3. Increase Manufacturing Sector Output

Increasing manufacturing sector output to Ksh 3.8 trillion by the Ministry will be done by facilitating exemptions on IDF/RDL for manufacturers and finalising the Kenya Quality Policy.

4. Expand the Employment Creation Base

Government will contribute to the expansion of the employment creation base from 410,000 to 470,000 by improving the productivity of 100 small and medium enterprises (SMEs) by 20% and enhancing rapid tech skills for 600 trainees.

5. Enhance the industrial Skills for 5,000 Youths Through Training

The Ministry will ensure this target is met by June 2025.

6. Coordinate the implementation of the Local Content's Buy Kenya Build Kenya (BKBK)

The Ministry will coordinate the Buy Kenya Build Kenya initiative by updating and publishing the Procurement Master Roll of 2021, coordinating and tracking the procurement of uniforms and shoes for the Disciplined Forces from local manufacturers and ensuring, through coordination and tracking, the procurement of health products and technologies by KEMSA from local manufacturers

7. Increase Total Exports

The Ministry will promote the increase of exports by:

- Implementing the National AGOA Strategy to expand Kenya's share in the USA market
- Reviewing and implementing the



Integrated National Export Promotion and Development Strategy to expand Kenya's market share in five (5) major priority markets

- Undertaking bilateral trade engagements for market access with Brazil and India
- Negotiating and implementing EAC, AfCFTA and TFTA outstanding issues
- Negotiating and implementing WTO
- Negotiating and implementing Kenya-United States of America Strategic Trade and Investment Partnership and Kenya-UAE Comprehensive Economic Partnership Agreement (CEPA), Implementation of the EU trade agreement

8. Enhancing E-commerce Trade

The Ministry will enhance E-Commerce Trade by developing an E-commerce Policy which will be submitted to Cabinet for approval, a Digital Services Export Strategy and operationalising the Kenya E-trade Portal.

9. Promoting Fair Regional Trade for Locally Manufactured Products

The Ministry will promote fair regional trade for locally manufactured products by participating in the EAC-CET review meetings and EAC/AfCFTA Rules of Origin meetings

10. Increasing the Value of Investments

Government, through the Ministry of Industry, Trade and Investment will increase the value of

investments by:

- Onboarding 20 Enterprises into the (Special Economic Zone) SEZ programs and another 20 enterprises into the EPZ programs
- Conducting Market Investment Projects in 12 local and international forums
- Enhancing Competitiveness of Nairobi International Financial Centre Authority (NIFCA) by linking it with the Special Economic Zones
- De-risking Private Investments into priority value chains
- Signing 10 National, Regional and International Investments MoUs

11. Develop Flagship Export Processing Zones

In order to nurture SME exporters with the majority local Kenyan shareholding in the Horticulture/Food Processing, Textile/Apparel, Leather, Commercial Crafts, BPO and ICT sectors, six (6) Flagship Export Processing Zones will be developed and operationalized.

The Ministry will ensure the construction and operationalization of 19 County Aggregation Integration Parks (CAIPs).

12. Enhance Fair Trade Practices and Consumer Protection

To ensure fair trade practices and consumer protection, surveillance of pre-packed goods

and value chains (tea; coffee; meat; leather; dairy; construction and building materials; rice; edible oils) in all the 47 Counties for compliance with Weights and Measures Act and Trade Descriptions Act will be undertaken. Further, verification of weighing and measuring equipment will be conducted as follows: i.) 51 weigh bridges ii.) 9 bulk meters iii.) 30 Bulk storage tanks and iv.) 30 alcohol sector meters at strategic National Installations as well as in the alcohol sector meters.

13. Enhance the Legal Environment for Investments, Trade and Industry

The Ministry will enhance the legal environment for investments, trade and industry by finalising on the:

- Legal Metrology Bill
- Trade Descriptions Bill
- Trade Development Bill
- National Quality Policy
- Industrial Subcontracting Strategy
- Kenya Economic Zones Bill
- County Licensing (Uniform Procedures) 2024 Regulations
- Industrialization Policy
- Cotton, Textile and Apparel policy
- Automation Bill
- Investment in research, science, technology and innovation- critical in increasing productivity, enhancing efficiency levels

14. KNTC Turn-around Undertaken

In order to ensure that KNTC plays its rightful role as a strategic national asset that secures price stabilization of essential food items and consumer goods, the Ministry will develop and implement the turn-around strategy for KNTC.

15. Ease of Doing Business

In order to enhance the investment climate and business environment through targeted and impactful reforms the Ministry will undertake 10 Business and Investment Reforms in the following areas: Taxation; Energy; Cost of Capital; Pending Bills; Land Issues; Entry Restrictions; Counterfeits; Wages; and Logistics. In addition, the Ministry will establish the County Competitive Index (CCI) as well as review and operationalise the Investor Journey Structure.

MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION

1. Implementing reforms in the National Police Service, Kenya Prisons Service and NYS as per the Strategic Framework

2. Improving access to government services to Kenyans by:

- On-boarding of all identified Government services to e-Citizen platform
- Coordinating the integration of all MCDAs payment checkouts to gazetted government payment Gateway 222222
- Rolling out of eCitizen services to all the 53 Huduma Centres

3. Enhancing immigration services through:

- Issuance of Passports within 7 days
- Reducing the time taken in issuing Work Permits to 21 days,
- Reducing the time taken in issuing Foreign Nationals Certificates Cards from 30 to 21 days
- Registering Dual Citizenship Declarations within 14 working days.

4. Operationalizing 336 gazetted Administrative Units (6 sub counties, 30 divisions, 100 locations and 200 sub locations) to bring Government services closer to the people

5. Transforming Kenya Prisons Enterprises by:

- Reviewing the Prison Industries Revolving fund
- Reviewing the Prisons Farm Revolving Fund
- Developing a policy on payment of prisoners engaged in prison enterprises





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MINISTRY OF AGRICULTURE AND LIVESTOCK DEVELOPMENT

1. Dairy:

- Purchase and Install 220 milk coolers in 36 counties.
- Implement quality-based payment system for dairy farmers - farmers to get better pay for higher quality milk (move away from volume-based payment)

2. Leather:

- Complete Kenya Leather Industrial Park
- Mop up quality Hides and Skins from the slaughter houses for use by the leather manufactures

3. Livestock Breed Improvement:

- Avail sexed semen to dairy farmers at a subsidized rate of KSH 2,900 from KSH 8,000.
- Execute the government's national breed improvement program by availing quality superior livestock genetics to farmers across the country.

4. Complete and operationalize 3 model community feedlots:

- Wajir, Baringo and Meru

5. Livestock Identification and Traceability System:

- Implement a nation-wide Livestock and Traceability System that will ensure food safety and facilitate trade of livestock products

6. Livestock Restocking:

- Restock livestock lost due to drought and floods - distribute 65,334 animals in 10,208 households to 16 counties.

7. Fertilizer Subsidy Programme Coordinated:

- In line with the Government policy of providing farmers



with fertilizers for increasing production and productivity and facilitating management of the cost of living.

8. Food Generation Diversity Improved:

- The Ministry commits to improve food generation diversity

9. Dairy Value Chain Development:

- To enhance value addition, market access and competitiveness of the dairy industry

10. Improved Agricultural Research Coordination

- The Ministry committed to improve agricultural research coordination

11. Fertilizer Distribution:

- 12.5 million bags of fertilizer to be distributed by June 2025

12. Construction of Grain Storage Facilities:

- Complete construction of nine grain aggregation, drying and storage facilities by June 2025.

13. Construction of the Homa Bay Agricultural Technology Development Center:

- The Ministry of Agriculture will continue to drive progress by scaling up successful initiatives, exploring new opportunities for sector development, and maintaining alignment with the BETA agenda. Regular updates on our ongoing efforts and future plans will be communicated to stakeholders and the public.

MINISTRY WATER, SANITATION AND IRRIGATION

1. Paddy Rice Production

The Ministry plans, in this Financial Year, to increase paddy rice production to 250,000 tons (an increase of 9.14%). This will generate a crop value of Kshs. 23 billion and bridge the rice deficit.

2. Area Under Irrigation

The Ministry plans to increase the area under irrigation to 773,069 acres, a 5.5% increase (i.e. 40,000 additional acres) and harvest 166,726,736 M3 water to be used for irrigation

3. National Water Coverage

The Ministry will focus on increasing national water coverage to 74.5% which is a 1.5% increase in water coverage thus connecting over 2.5 million people

to clean and safe water.

4. Access to Safely Managed Sanitation

The Ministry plans to increase access to safely managed sanitation to 35% (a 2% increase in proportion of population accessing safely managed sanitation). This will impact 100,000 households who will be connected to safe sanitation and sewerage services.

5. Non-Revenue Water (NRW) Level

The Ministry plans to reduce Non-Revenue Water levels to 40% from 43% (a 3% reduction). This will lead to the recovery of Kshs. 2 billion revenue from Non-Revenue Water.



MINISTRY OF LANDS, PUBLIC WORKS HOUSING AND URBAN DEVELOPMENT

1. Develop Affordable and Social Housing Units

The Ministry commits to construct 66,155 affordable housing units to various levels of completion as well as 52,758 social housing units to various levels of completion.

2. Construct Institutional Housing

The Ministry further commits to construct 41,964 Housing units consisting of 24,152 for National Police, 10,033 for Kenya Defense Forces and 7,779 for Student accommodation to various completion levels

3. Develop Urban Markets

The ministry will construct 100 ESP Markets and 27 modern markets to various stages of completion

4. Issuance of Title Deeds

The Ministry commits to register and issue 280,000 title deeds covering all the 47 counties in this financial year.

5. Landless Households Settled

During the contract period, the Ministry commits to guarantee security of tenure, land rights and improved livelihood of 16,000 household squatter families in ten (10) counties.



6. Digitization of Land Registries

Mombasa Island, Isiolo, and Marsabit are now ready to go online after the land records have been digitised while digitisation of land records will start in Mombasa mainland and Baringo.

7. Develop National Land Value Index

The Ministry commits to develop a Land Value Index for three (3) more counties namely: Migori; Homa Bay and Lamu to guide the compensation for infrastructure projects,

guide investment and curb speculation on land

8. Ease of Doing Business

During the contract period, the Ministry will put in place measures to

- Undertake registration of transfer of property and issuance of title deeds within 3 days upon submission of all supporting documents;
- Register charges and discharges within 24hrs in Nairobi and Murang'a; and 3

days in other county land registries.

9. Decentralise Land Services

The Ministry will, in this financial year, decentralise land services through:

- Opening of four (4) new land registries in: Malindi, Kajiado South, Gilgil and South Imenti.
- Decentralizing Registry Index Maps Amendment centres in 10 land offices namely: Thika, Samburu, Lamu, Nyamira, Kilifi, Kwale, Kajiado South, Bomet, Siakago and Kuria.

10. Geo-reference Land Parcels

The Cabinet Secretary commits to minimise land disputes and overlaps, and support land registration through:

- Establishing 260 geodetic controls in 5 counties namely Mombasa, Murang'a, Nairobi, Isiolo, and Baringo Counties for development of geo referencing infrastructure
- Developing cadastre for: Mombasa (Mombasa Mainland) and Baringo land offices
- Surveying 4,000 Sectional Properties units in various counties