



PERFORMANCE CONTRACT

BETWEEN

THE GOVERNMENT OF THE REPUBLIC OF
KENYA THROUGH THE CABINET SECRETARY -
MINISTRY OF INTERIOR AND NATIONAL
ADMINISTRATION

AND

COUNCIL - NATIONAL CRIME RESEARCH
CENTRE

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 - Ministry of Interior and National Administration of (together with its assignees and successors) of the one part and Council-National Crime Research Centre (hereinafter referred to as the Council), (together with its assignees and successors) of P.O Box 21180-00100, 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 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 Council

The Mandate of National Crime Research Centre is to:

1. The National Crime Research Act, No. 4 of 1997 of the Laws of Kenya gives the mandate as to carry out research into the causes of crime and its prevention and to disseminate research findings and recommendations to the Government agencies concerned with the administration of criminal justice and other stakeholders.

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 National Crime Research Centre 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 Centre of Excellence in Crime Research

(b) Mission Statement

To undertake quality crime research towards informing policy and programmes in crime management for a safe and secure society.

(c) Strategic Objectives

1. To Undertake 20 thematic crime researches
2. To undertake timely publication, dissemination and communication of research reports
3. To strengthen and sustain good cooperate governance
4. To strengthen human resource capacity
5. To enhance financial resources for effective implementation of NCRC mandate
6. To modernize NCRC's tangible and intangible infrastructure

7. To enhance the visibility of NCRC
8. To enhance digitalization and automation of Centre's processes
9. To strengthen mutual collaboration, partnerships and networks

Part III: Statement of Strategic Intent by the Council

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 National Crime Research Centre.

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

1. Strategic Crime Research and Information Management
2. Sustainable Institutional Strengthening, Adaptability and Visibility
3. Digitalization and Automation of Centre's Processes
4. Strategic Collaboration, Partnership and Networking
5. Digitalization and Automation of Centre's Processes

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

National Crime Research Centre 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

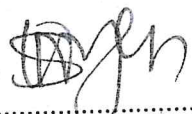
The Performance Contract will run for one financial year from 1st July 2025 - 30th June 2026.

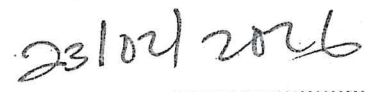
Part VII: Signatories to the Performance Contract

For and on behalf of National Crime Research Centre

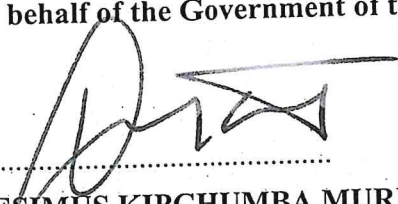
Signature.....
HON. DORCAS ODUOR, SC, E.B.S., O.G.W.,
Chairperson – Council.

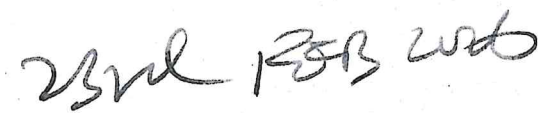
Date.....


Signature.....
MR. SAMUEL NDIRITU WAKANYUA,
Independent Board Member.


Date.....

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


Signature.....
HON. ONESIMUS KIPCHUMBA MURKOMEN, E.G.H.,
Cabinet Secretary,
Ministry of Interior and National Administration.


Date.....

Countersigned by:

Signature.....
HON. CPA JOHN MBADI NG'ONGO, E.G.H.,
Cabinet Secretary,
The National Treasury and Economic Planning.

Date.....

ANNEX I: PERFORMANCE CONTRACT MATRIX FOR NATIONAL CRIME RESEARCH CENTRE

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)	%	6.00	100.00	100.0000
A4	Pending Bills Ratio	%	4.00	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				
C133_1	Crime Management Enhanced	%	25.00	100.00	100.0000
C133_2	Science, Technology and Innovation Mainstreaming	%	2.00	100.00	100.0000
C133_3	Productivity Improvement	Index	3.00	3.04	3.1000
C133_4	Research on Crime Victimization in informal Urban Settlements in Kenya Undertaken	%	9.00	100.00	100.0000
C133_5	Research on Child Trafficking in Kenya Undertaken	%	9.00	100.00	100.0000
C133_6	Study on Involvement of Women in Terrorism in Kenya Undertaken	%	9.00	100.00	100.0000
C133_7	Study on the Interplay Between Institutional and Community-Based Recidivism in Kenya Undertaken	%	8.00	100.00	100.0000
	Weight Sub-total		65.00		
D	Implementation of Presidential Directives				

B1 - Implementation of Citizens' Service Delivery Charter

During the Financial Year 2025/2026, the Council will undertake the following:

	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. For the purpose of visibility and legibility by the customers, the size of the charter should, at the minimum, be three feet in width and four feet in height, i.e. (3'x4'), with clearly visible font size of the contents	%	10.00	9/30/2025
2.	Customize the Citizens' Service Delivery Charter to unique needs and convenient access of the customers by translating the Citizens' Service Delivery Charter to Braille, providing mechanisms for sign language, providing audio recordings and uploading the Citizens' Service Delivery Charter on the Centre's online platforms	%	20.00	6/30/2026
3.	Sensitize 23 members of staff and 13 interns on the Citizens' Service Delivery Charter	%	20.00	6/30/2026
4.	Ensure conformity and standards in the Citizen's Service Delivery Charter by Establishing 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	%	50.00	6/30/2026

B2 - Digitalization of Government Services

The Council will enhance the adoption of ICT to enhance research process, cost reduction and enhance service delivery by undertaking the following:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Identify and prioritize Human Resource Management processes for BPR	%	10.00	6/30/2026
2.	Re-engineer the following core services end to end; i) Human Resource Performance Management processes (20%) ii) Leave Management (15%)	%	35.00	6/30/2026
3.	Re-engineered service processes digitalized	%	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

B3 - Resolution of Public Complaints

The Council will promptly address and resolve public complaints referred to them directly or channeled through the Commission on Administrative Justice (CAJ) by undertaking the following:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Resolve all complaints received	%	70.00	6/30/2026
2.	Process received request on access to information.	%	30.00	6/30/2026

C. Core Mandate

C133_1 - Crime Management Enhanced

The purpose of NCRC research is to inform relevant policy and program formulation in crime management. This role is undertaken through: dissemination of research findings and recommendations arising from the studies undertaken; issuing of policy recommendations and issue briefs to concerned institutions and publication of research reports and updated statistics of top crimes on the Centre's online platforms. The Council will therefore undertake crime management by:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Disseminating research findings and recommendations for studies on: i) Survey on Proliferation and Resilience of Criminal Gangs in Kenya; (15%) ii) Impact of Community Policing in Kenya; (10%) iii) Environmental Crimes and Threats to Forest Ecosystem in Kenya; (10%) and iv) Homicides in Kenya (15%)	%	50.00	6/30/2026
2.	Publishing and Issuing twenty-five (25) key policy recommendations and provide briefs	%	30.00	6/30/2026
3.	Publishing updated statistics of top crimes, and four (4) research reports on the Centre's online platforms.	%	20.00	6/30/2026

C133_2 - Science, Technology and Innovation Mainstreaming

The Council commits to enhance investment in Research, Science, Technology and Innovation (RSTI) while appreciating the role of research in a knowledge driven economy. In FY 2025/2026, the Council commits to the following;

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Develop institution STI Mainstreaming Strategy using the template provided on NACOSTI'S website.	%	20.00	10/31/2025
2.	Implement four (4) STI Strategic issues	%	80.00	6/30/2026

C133_4 - Research on Crime Victimization in informal Urban Settlements in Kenya Undertaken

Crime victimization in informal urban settlements in Kenya remains a critical yet under-researched area, despite its profound impact on vulnerable populations. These settlements often face weak policing, limited infrastructure, and socio-economic marginalization, which heighten exposure to crime. The Council will carry out:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	A Study on Crime Victimization in informal Urban Settlements in Kenya	%	100.00	6/30/2026

C133_5 - Research on Child Trafficking in Kenya Undertaken

Child trafficking in Kenya is a growing concern, driven by poverty, conflict, and weak enforcement of child protection laws. Victims are often exploited for domestic labor, sexual exploitation, and forced begging, particularly in vulnerable communities. The Council will therefore undertake:-

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	A Study on Child Trafficking in Kenya	%	100.00	6/30/2026

C133_6 - Study on Involvement of Women in Terrorism in Kenya Undertaken

The involvement of women in terrorism in Kenya has emerged as a complex and evolving phenomenon, challenging traditional gendered perceptions of violent extremism. The Council will therefore undertake:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	A study on involvement of women in Terrorism in Kenya undertaken	%	100.00	6/30/2026

C133_7 - Study on the Interplay Between Institutional and Community-Based Recidivism in Kenya Undertaken

Despite concerted efforts by the Government of Kenya and non-state actors to rehabilitate offenders and reduce repeat offending, recidivism remains a persistent challenge within the criminal justice system. This challenge relates with the possibly fragmented nature of interventions. The Council will therefore undertake:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Study on the Interplay Between Institutional and Community-Based Recidivism in Kenya	%	100.00	6/30/2026

C133_3 - Productivity Improvement

The Council commits to enhance the efficiency and effectiveness of resources (labour, capital, technology and systems) utilization in converting inputs into quality outputs by undertaking the following:

	Sub-Indicator	Unit of Measure	Target	Completion Date
1.	Productivity Index improved	Index	3.10	6/30/2026

D. Implementation of Presidential Directives

D1 - Implementation of Presidential Directives

The Council commits to implement the Presidential Directives indicated in the Presidential Directive Matrix. In addition, the Council will implement any other Presidential Directives issued by H.E. The President and communicated by the Chief of Staff and Head of the Public Service.

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

E. Affirmative Action in Procurement

E1 - Access to Government Procurement Opportunities

The total Procurement Budget for the Centre is Kshs.41,927,900 out of which Ksh 36,131,200 will be on specialised procurable and therefore will not be eligible to the AGPO category.

The Centre will also undertake the following:

- i. 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
- ii. Submit a summary of the procurement opportunities allocated to PWDs to NCPWD, via the email dmd@ncpwd.go.ke .

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	30% of Ksh 5,796,700 will be reserved and awarded to Youth, Women and Persons with Disabilities	Kshs.	1739010.00	6/30/2026
2.	2% of the 30% will be reserved and awarded to PWDs	Kshs.	115934.00	6/30/2026

E2 - Promotion of Local Content in Procurement

The Council will;

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Allocate at least 40% (Kshs 41,927,900) of the procurement budget for goods and services produced locally as provided in the annual procurement plan	Kshs.	16771160.00	6/30/2026

F. Cross - Cutting

F1 - Asset Management

The Council will ensure adequate and prudent asset management by undertaking the following: -

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

F2 - Youth Internships/ Industrial Attachments/ Apprenticeships

The Council will provide internship and industrial attachments programs to 65 youth for skills transfer as follows:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Internship	No.	13.00	6/30/2026
2.	Attachment	No.	52.00	6/30/2026

F3 - Competence Development

During the 2025/26 FY The Council will:

	Sub-Indicators	Unit of Measure	Target	Completion Date
1.	Undertake Institutional Skills Gap Analysis	%	20.00	6/30/2026
2.	Undertake Staff Training Needs Assessment and prepare annual staff training projections	%	10.00	6/30/2026
3.	Address the identified skills gaps and training needs through outsourcing, capacity building/training, coaching and mentoring.	%	30.00	6/30/2026

4.	Undertaking Employee Performance Management by carrying out the following: a) Set individual employees annual performance targets for FY 2025/26 using the prescribed format by 31st July, 2025 (10%) b) Undertake Staff Performance Appraisal for all employees and compile the appraisal report for the FY 2024/25 by 31st August, 2025 (15%) and c) Develop an action plan and implement the recommendations emanating from the staff appraisal reports (15%).	%	40.00	7/31/2025
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F4 - National Values and Principles of Governance

The Council will promote national values by undertaking the following:

	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 a) Adopt/upscale innovative and creative measures to transform public service delivery (10%) b) Implement measures to promote accountability and openness in the management of public affairs and institutions (10%) c) Enhance collaboration and partnership between the two (2) levels of Government to strengthen devolution (10%) d) Upscale gender and disability mainstreaming in service delivery (10%)	%	40.00	6/30/2026
2.	Submit reports on the measures taken and progress achieved in the realization of National Values and Principles of Governance to the Directorate of National Cohesion and Values.	%	60.00	6/30/2026

ANNEX III: PROJECT IMPLEMENTATION MATRIX

SNo	Project Name	Project Description	Location	Total Estimate Cost	Current Status (status of physical completion)	Allocation for FY	Expected Deliverables (Outputs) for FY
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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 Restoration Campaign	National Tree Growing and Restoration Campaign to grow 15 billion trees for restoration of 10.6 million hectares by 2032	12/21/2021	21-12-2032	2000000.00	200000.00	a) Grow a minimum of 690 trees (70%) b) Mobilize key stakeholders in liaison with the State Department for Forestry to conduct three (3) tree planting/growing events in the year.(30%)
2.	Corruption Prevention	The Directive is in line with the provision of Section 9 (1) of the Act,Cap 79B and the 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 procedures implemented (40%) (iii) Capacity building on corruption prevention undertaken (20%)