STATE DEPARTMENT FOR MINING

STRATEGIC PLAN 2023– 2027

Revitalizing Mining Sector in Kenya for Prosperity

Vision

A vibrant mining sector contributing to broad based growth for socio-economic transformation

Mission

To maximize benefits accruing from mineral resources value chains for socio-economic development in a sustainable environment.

Core Values

Professionalism
Efficiency
Teamwork
Innovation and creativity
Transparency, Integrity and Accountability
Effective governance

FOREWORD

As we embark on the transformative journey outlined in our Strategic Plan 2023-2027, I am delighted to share our organizational policy direction, rationale, and commitment towards the effective implementation of this strategic roadmap. This document encapsulates our strategic direction to shaping a future for the mining sector that is not only sustainable but also aligned with the highest standards of quality, safety, and environmental responsibility. Notably, it aligns with The Kenyan government's Bottom-Up Economic Transformation Agenda (BETA) which is a development plan that aims to create jobs, raise revenues and transform the lives of those in the bottom of the economic pyramid while ensuring environmental sustainability.

Our organizational policy direction, embedded in this strategic plan, is a testament to our dedication to excellence. We have set forth a roadmap that prioritizes strategic policy development, effective mineral resource management, adherence to quality standards, prioritizing health and safety, fostering capacity development, integrating innovation and technology, promoting collaborative team performance, and maintaining a robust quality review and management system. These policies collectively form the foundation upon which we build a resilient and forward-thinking State Department for Mining.

The rationale behind this strategic plan is rooted in a deep understanding of the challenges and opportunities that define the mining sector. From inadequate resources and infrastructure to political and investor buy-ins, our plan is not merely a response to challenges but a proactive initiative to transform them into opportunities. It recognizes the imperative to innovate, adapt, and ensure the sustainable growth of the mining industry.

Our commitment to the implementation of this strategic plan is unwavering. The identified Key Result Areas (KRAs) - accelerating mineral development, promotion and value addition; providing leadership in the management of mineral resources; and building organizational capacity - are not mere benchmarks; they are the pillars upon which our success rests. We acknowledge the dynamic nature of the mining sector and commit to periodic reviews to address emerging issues and align with changing legal and industry requirements. This plan is not a static document but a living framework that will guide our actions, decisions, and investments over the next five years.

As we navigate through the complexities of the mining landscape, we do so with a commitment to transparency, collaboration, and excellence. The State Department for

Mining is resolute in its pursuit of sustainable mining practices, the development of a robust institution, and the realization of our overarching goals. This commitment aligns seamlessly with the mandates outlined in Executive Order No. 1 of January 2023.

Together, let us develop a path that ensures the prosperity and sustainability of the mining sector for generations to come.

Hon. Salim Mvurya, EGH

CS, Ministry of Mining, Blue Economy and Maritime Affairs

PREFACE AND ACKNOWLEDGEMENT

We are pleased to present the Strategic Plan for the State Department for Mining for the period 2023-2027. This document reflects our solidified commitment to chart a course that aligns with national development priorities, regional aspirations, and international development frameworks. It is a roadmap crafted through planning, inclusive engagement, and acknowledgment of the valuable contributions of internal and external stakeholders.

This comprehensive strategic plan outlines our organizational vision, mission, and the key strategies we will employ to achieve success in the mining sector. It delves into the critical strategic issues, key result areas, and the overarching goals that will guide our actions over the next five years. With a focus on sustainability, safety, and excellence, the plan underscores our commitment to responsible mineral exploration and mining activities.

The strategic plan is not an isolated endeavor; it is intricately woven into the broader tapestry of development priorities. Aligned with the United Nations 2030 Agenda for Sustainable Development, Africa Union Agenda 2063, East Africa Community Vision 2050, The Kenyan government's Bottom-Up Economic Transformation Agenda and Kenya Vision 2030, our plan is a testament to our commitment to contribute meaningfully to regional and global development aspirations.

The methodology employed in developing this plan reflects our dedication to inclusivity. It began with an initiation process, engaging stakeholders in defining the terms of reference. The development stage was marked by collaboration, incorporating diverse perspectives through questionnaires, document reviews, and interactive workshops. Validation ensured that the plan resonated with internal and external stakeholders' perspectives, leading to the finalization and dissemination phase.

We extend our deepest appreciation to the internal and external stakeholders whose invaluable insights and perspectives shaped the success of the strategic planning process. Your commitment to our shared goals is a testament to the collaborative spirit that propels our organization forward.

Special recognition goes to SAJJE Solutions Kenya Limited consultants under the leadership of Dr. Viona Ojiambo, Prof. Peter Ndungú and Dr. Akisa Mwangi for their indispensable guidance throughout the strategic plan development process. From the inception to the conclusion, their expertise and commitment ensured that our strategic plan is not only comprehensive according to the guidelines from the National

Treasury and Planning, State Department for Planning, for the preparation of the fifth Generation of Strategic Plans guidelines, but also reflective of best practices and industry standards.

As we embark on the implementation of this strategic plan, we do so with gratitude for the collective efforts that have brought us to this point. Together, we look forward to realizing our vision of a vibrant mining sector contributing to broad based growth for socio-economic transformation.

Elijah Mwangi, CBS

PS, State Department for Mining

TABLE OF CONTENTS

LIST OF TABLES

DEFINITION OF CONCEPTS AND TERMINOLOGIES

Key Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

Baseline: A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

Commercial State-Owned Enterprises: Legal entities created by the Government to engage in commercial activities on its behalf.

Indicator: A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Key Results Areas: They are the broad areas in which you are expected to deliver results. Example: Mineral development, promotion and value addition.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfill its mandate and mission. Example: Inadequate funding.

Strategic Goal: General qualitative statements on what an organization is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process. Example: Robust and dynamic institution.

Strategic Objectives: These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements. Example: To increase acreage under crop production.

Target: A result to be achieved within a given time frame.

Top Leadership: Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. For Ministries top leadership includes Cabinet Secretary and Principal Secretary, Board of Directors for State Corporations and Chairpersons or Heads of Commissions and Independent Offices, and respective CEOs.

Value Chain: A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how creation of value is distributed along the chain.

ACRONYMS AND ABBREVIATIONS

ASM	Small-Scale Mining
BETA	Bottom-Up Economic Transformation Agenda
CIDPs	County Integrated Development Plans
CPPMU	Central Project Planning and Monitoring Unit
CSR	Corporate Social Responsibility
EAC	East Africa Community
ERS	Economic Recovery Strategy
FBOs	Faith Based Organizations
GDP	Gross Domestic Product
GRB	Geologists Registration Board
ICT	Information and Communication Technology
KRA	Key Result Area
LSM	Large Scale Mining
MCDA	Ministries, Counties, Departments and Agencies
MDAs	Ministries, Departments and Agencies
MOU	Memorandum of Understanding
MRB	Mineral Rights Board
MSME	Micro Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTP III	Third Medium Term Plan
MTP IV	Fourth Medium Term Plan
MTPs	Medium Term Plans
NAGS	Nationwide Airborne Geophysical Survey
NMC	National Mining Corporation

OMC   Online Mining Cadastre

PESTEL   Political, Environmental, Social, Technological, Economical and Legal

PETITE   Professionalism; Efficiency and Effectiveness; Teamwork; Innovation and Creativity; Transparency, Integrity and Accountability; and Effective Governance Practices.

PS   Principal Secretary

SDG   Sustainable Development Goals

SMART   Specific, Measurable, Attainable, Realistic, Time-Constrained

UHC   Universal Healthcare Coverage

UN   United Nations

EXECUTIVE SUMMARY

This strategic plan has been developed against the need to solidify the State Department's Vision and Mission, aligning with guidelines from the National Treasury and Planning, State Department for Planning, for the preparation of the 5th Generation of Strategic Plan. The strategic plan is structured along eight (8) chapters:

Chapter one provides discussion of strategy as an imperative for the success of the State Department for Mining, consideration of national development priorities, regional and international development frameworks, history of the State Department for Mining as well as the methodology of preparing a strategic plan.

Chapter two outlines the strategic intent of the State Department for Mining which includes the mandate, vision, mission, strategic goals, core values and quality policy statement.

Chapter three delves into situational analysis of both the internal and external environment, a review implementation of the previous strategic plan 2018- 2022 of the Ministry of Mining and Petroleum as well as stakeholder analysis. The external environment focuses on political, environmental, social, technological, economical and legal (PESTEL) factors followed by a tabulated summary of opportunities and threats. The internal environment provides an assessment of the State Department for Mining governance and administrative structures, internal business processes, and resources and capabilities. A summary of the weaknesses and strengths of the internal environment is then provided. The review of the previous Strategic Plan focuses on its implementation status, key achievements, challenges, lessons learnt as well as strategies for future action. The stakeholder analysis looks at the roles of the various stakeholders, the expectations from the stakeholders and the expectations of the state department from the stakeholders.

Chapter four provides the strategic issues, goals and Key Result areas. The State Department for Mining has identified strategic issues, two strategic goals and three Key Result Areas (KRAs) in which implementation will be carried out, performance measured and results communicated or reported. The KRAs are as follows:

Chapter five showcases State Department's strategic objectives and strategies further outlining the strategic objective outcome and outcome indicators for the five-year period 2023-2027.

Chapter six provides the implementation and coordination framework. The implementation is further expounded in the implementation plan matrix. The coordination framework is discussed through the institutional framework, staff establishment, skills set and competence development. A risk management framework is also provided.

Chapter seven outlines the financial requirements for implementation of the strategic plan, resource gaps, resource mobilization strategies as well as resource management in this Strategic Plan period 2023-2028.

Chapter eight provides the State Department's monitoring framework, performance standards and evaluation framework.

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter provides a discussion of strategy as imperative for the success of the State Department, considers national development priorities, regional and international development frameworks, the State Department's history as well as the methodology of preparing a strategic plan.

1.1 Strategy as an imperative for Organizational Success

The State Department for Mining is driven by the imperative to achieve success in its strategic objectives, which revolve around crucial strategic issues and Key Result Areas. As the primary entity responsible for overseeing and regulating the mining sector, the State Department shoulders the critical task of providing leadership in management of the country's mineral resources. This encompasses the formulation and execution of mining policies, programs, and projects; establishing a conducive legal framework for investments; and enhancing capacity; among other key responsibilities.

Recognizing the pivotal role it plays, the State Department acknowledges the necessity of crafting a comprehensive Five-Year Strategic Plan spanning from 2023 to 2027. This plan is intended to solidify the State Department's Vision and Mission, aligning with guidelines from the National Treasury and Planning, State Department for Planning, for the preparation of the 5th Generation of Strategic Plans. The State Department understands the pressing need for an impeccably devised strategy that ensures sustained success within an environment characterized by volatility, uncertainty and complexity. Such a strategy must yield robust outcomes and drive transformative changes within the State Department for Mining.

1.2 Strategic Planning Context

This strategic plan has been developed in consideration of national development priorities, regional and international development frameworks.

1.2.1 United Nations 2030 Agenda for Sustainable Development

In September 2015, Kenya, a UN member country, committed to the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). To actualize these goals, the Government of Kenya unveiled its strategy for achieving the SDGs. The State Department for Mining will endeavor to create and execute programs and projects that resonate with the following SDGs:

GOAL 1 Poverty eradication by fostering inclusive economic growth and equality, creating employment opportunities and supporting local economies;

GOAL 3 Ensuring the health and safety of miners and nearby communities;

GOAL 5 Promotion of gender equality in SDM operations;

GOAL 8 Promote inclusive and sustainable socioeconomic development by providing decent and productive employment opportunities and contributing to GDP growth;

GOAL 9 Promotion of mining operations that contribute to sustainable industrialization and innovation.

Additionally, Kenya's Ministries, Counties, Departments, and Agencies (MCDAs) are tasked with reporting on specific project monitoring indicators outlined by the State Department for Mining, chosen from the pool of 230 Global Indicators.

1.2.2 Africa Union Agenda 2063

Agenda 2063 stands as Africa's comprehensive blueprint for realizing the continent's shared dreams encapsulated in "The Africa We Want." This strategic vision outlines the trajectory for socio-economic advancement spanning the next five decades, organized through ten-year plans. The State Department for Mining will persist in spearheading, coordinating, and disseminating Kenya's pivotal development priorities, aligning them with the focal points highlighted within Africa's Agenda 2063. Some of the focal points include: provision of a high standard of living and well-being for those engaged directly and indirectly in the mining industry; transforming the economy by contributing to the GDP; working in a sustainable environment by employing environmentally friendly measures; providing transformative leadership that will give rise to a productive mining industry and enhancing gender equality within the mining industry. The State Department will endeavor to harness the natural resources in the country in an efficient and effective manner in line with this Agenda.

1.2.3 East Africa Community Vision 2050

The EAC Vision 2050 articulates the collective dreams and aspirations of the East African peoples and outlines their commitments towards making them a reality. This vision closely corresponds with the African Union Agenda 2063, which encompasses the united aspirations of individuals throughout the African continent. The State Department for Mining is cognizant of the aspirations outlined in the East African Community Vision 2050 and endeavors to synchronize them with mutual agreements among EAC members, focusing on areas like trade, political integration, and regional economic expansion. The EAC Vision 2050 identifies the issues surrounding the

extractive industries and points towards solutions for extracting value and beneficiation through value addition of the minerals extracted.

The State Department for Mining aligns itself with this vision since it is promoting value addition of minerals mined in the country as demonstrated in the Voi Gemstone value addition centre.

1.2.4 Constitution of Kenya

The Constitution of Kenya 2010 is the supreme law of Kenya establishing the relationship between the government and the citizens. The Constitution provides a fundamental basis for monitoring and evaluating the implementation of MTPs to ensure transparency and accountability at both national and county levels of government. The Constitution of Kenya 2010 makes provisions on "natural resources" whether renewable or non-renewable, including— rocks, minerals, fossil fuels and other sources of energy. The State Department for Mining is guided by the constitution of Kenya, 2010 with the Mining Act, 2016 giving effects to Articles 60, 62 (1)(f), 66 (2), 69 and 71 of the Constitution in so far as they apply to minerals; provide for prospecting, mining, processing, refining, treatment, transport and any other mineral dealings.

1.2.5 The Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) 2022 – 2027 and Fourth Medium Term Plan (MTP IV) 2023 – 2027 and its Sector Plans

Kenya Vision 2030 is the long-term development blueprint for the country and is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create "a globally competitive and prosperous country with a high quality of life by 2030". It aims to transform Kenya into "a newly-industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment".

The State Department for Mining is aware of the aspirations of Kenya Vision 2030 and aligns with this vision in transforming the country to an industrialized state. This will be achieved by going beyond raw material extraction and exporting. In line with this, a deliberate effort should be made to encourage the establishment of downstream processing industries that add value to raw minerals, such as refining and manufacturing products from extracted materials. The mining industry will also contribute to industrialization by providing the necessary raw materials required for infrastructure development. The State Department for Mining will also endeavor to promote policies that will support the economic, social and political pillars of Kenya Vision 2030.

The Kenyan government's Bottom-Up Economic Transformation Agenda (BETA) is a development plan that aims to create jobs and reduce poverty by focusing on the informal Micro Small and Medium Enterprises (MSMEs). The State Department for Mining commits to contribute to BETA by creating jobs, raising revenue, and transforming the lives of those in the bottom of the economic pyramid while ensuring environmental sustainability. In this regard, the State Department has focused on Artisanal and Small-Scale miners by providing mechanisms of improving their socio-economic status. Some of the efforts by the State Department geared towards the Bottom-Up Economic Transformation Agenda are: the formalisation of the artisanal miners into marketing cooperatives, operationalization of Artisanal Mining Committees, defining specific zones dedicated to artisanal mining activities, training of the Artisanal and Small-Scale miners, providing policies on local employment opportunities by the mineral rights applicants, and mineral value addition.

The MTP IV will implement the fourth and second-last phase of Kenya Vision 2030 and will set the momentum for the transition to the next long-term development agenda for the Country. The MTP IV will prioritise the implementation of economic recovery strategies to reposition the economy on a steady and sustainable growth trajectory. The State Department for Mining strives to boost the economy from mining activities by increasing the share of mining in the GDP from the current 0.8% to more than 10% by 2030 through increased exploration, mineral development and value addition.

1.2.6 Sector Policies and Laws

Additionally, this strategic plan is informed by the following sector policies and laws;
   a) Public Service Commission (Performance Management) Regulations, 2021;
   b) Public Finance Management Act, 2012;
   c) National Spatial Plan, 2015-2045;
   d) The National Disaster Risk Management Policy, 2017;
   e) MTEF Reports;
   f) Executive Order No. 1 of January 2023 on Organization of the Government of the Republic of Kenya;
   g) Various Executive Orders issued on Organization of the County Governments; and
   h) Various Circulars issued from time to time.

1.3 History of the State Department for Mining

The State Department for Mining was created under the reorganization of the Government of the Republic of Kenya vide Executive Order No. 1 of January 2023. Previously under the Ministry of Petroleum and Mining, it is currently under the Ministry of Mining, Blue Economy and Maritime Affairs.

The State Department was established to provide leadership in the management of the extractives sector in the Country. The mandate includes development of the mining sector and its policies, inventory and mapping of mineral resources and building capacity for effective management of programmes and projects in the mining sector.

Mining in Kenya is mainly Artisanal and Small-Scale Mining (ASM) with a few Large-Scale Mining (LSM) operations. The sector contributes and has the potential to contribute greatly to the economic development of the country. Empowerment of the mining industry players, especially artisanal miners, is in line with the Kenya Kwanza 2022-2023 Bottom-UP Transformation Agenda (BETA) which seeks to create jobs, raise revenue, and transform the lives of those in the bottom of the economic pyramid while ensuring environmental sustainability.

1.4 Methodology of Developing the Strategic Plan

Preparation of the strategic plan was informed by the revised guidelines for the preparation of fifth-generation strategic plans, 2023-2027 from the National Treasury and Economic Planning - State Department for Economic Planning. State Department for Mining was guided by the following steps:

Step 1: Initiation of the Strategic Plan process
The process commenced by engaging in'5 discussions regarding the terms of reference alongside the technical team from the State Department for Mining. Subsequently, a preliminary inception report was developed, delineating the background, objectives, scope, methodology, work plan and tools for data collection. Afterward, the management committee reviewed the draft report and approved it.

Step 2: Strategic Plan Development
An inclusive and collaborative method was employed to engage all primary stakeholders, Management, Staff, and other involved parties. The process of developing a new strategic plan was undertaken through a process involving the following stages: a) Administration of questionnaires; b) Desk review of State Department for Mining relevant documents; c) Development of a working document;

and d) Interactive workshop with management and Strategic Planning development committee.

Step 3: Strategic Plan validation

A draft Strategic Plan was shared with the internal and external stakeholders for validation and feedback. The validated draft strategic plan was submitted to the State Department for Economic planning for review and feedback to inform finalization of the Strategic Plan.

Step 4: Finalization and dissemination of the Strategic Plan

In the last step, the strategic plan was then finalized and publicized in readiness for implementation at the beginning of the plan period.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter provides the strategic intent of the State Department for Mining which includes the mandate, vision, mission, strategic goals, core values and quality policy statement.

2.1 Mandate

The State Department for Mining was created under the reorganization of the Government of the Republic of Kenya vide Executive Order No. 1 of January 2023. Previously under the Ministry of Petroleum and Mining, it is currently under the Ministry of Mining, Blue Economy and Maritime Affairs.

The State Department Mandate as outlined in Executive Order No. 1 of January 2023 is as follows:

a) Policy on Extractive Industry;
b) Mineral Exploration and Mining Policy Management;
c) Inventory and Mapping of Mineral Resources;
d) Mining and Minerals Development Policy and Standards;
e) Maintenance of Geological Data (Research, Collection, Collation, Analysis);
f) Policies on the Management of Quarrying of Rocks and Industrial Minerals;
g) Management of Health Conditions and Health and Safety in Mines; and
h) Mining Capacity Development.

The State Department was established to provide leadership in the management of the extractives sector in the Country. The mandate includes development of mining and mining policies, Inventory and Mapping of mineral resources and building capacity for effective management of programmes and projects in the mining sector.

2.2 Vision Statement

A vibrant mining sector contributing to broad based growth for socio-economic transformation.

2.3 Mission Statement

To maximize benefits accruing from mineral resources value chains for socio-economic development in a sustainable environment.

2.4 Strategic Goals

The Strategic goals in addressing the strategic issues are as follows:

GOAL 1: Sustainable exploitation of minerals
GOAL 2: Robust and dynamic institution.

2.5 Core Values

The State Department is guided by and strives to uphold the following core values which are expressed in the acronym PETITE. The core values are:

a) **Professionalism:** Upholding high standards of expertise, ethical conduct, and proficiency within the mining sector, demonstrating competence in regulatory frameworks and industry knowledge;
b) **Efficiency and Effectiveness:** Maximizing resource utilization, minimizing wastage, and optimizing mining processes to ensure effective extraction and management of mineral resources;
c) **Teamwork:** Collaborating with stakeholders, mining communities, and governmental bodies to foster inclusive decision-making, shared responsibility, and cohesive efforts towards sustainable mining practices;
d) **Innovation and Creativity:** Encouraging the exploration of innovative technologies, sustainable mining methods, and creative solutions to address environmental concerns and optimize resource utilization;
e) **Transparency, Integrity, and Accountability**: Operating with transparency in mineral resource management, maintaining integrity in dealings, and being accountable for decisions and actions taken within the mining sector; and
f) **Effective Governance Practices:** Implementing robust policies, frameworks, and oversight mechanisms to ensure responsible mining practices, ethical conduct, and efficient utilization of resources for the benefit of the nation and its citizens.

2.6 Quality Policy Statement

The State Department for Mining is committed to the provision of efficient and sustainable management of the mining sector, ensuring that mineral exploration and mining activities align with the highest standards of quality, safety, and environmental responsibility.

In pursuit of this commitment, the State Department for Mining shall ensure:

Strategic Policy Development: We are committed to formulating and implementing strategic policies for the mining sector. This includes the development of policies

related to mineral exploration, mineral extraction and standards that align with national development goals and international best practices;

Effective Mineral Resource Management: We will undertake the inventory and mapping of mineral resources to ensure effective management. This involves continuous research, collection, collation, and analysis of geological data to inform policy decision-making processes;

Quality Standards in Mining and Quarrying activities: We are dedicated to formulating and upholding policies for the responsible management of mining activities, mineral development along the value chain and quarrying activities, and adhering to high quality standards. This includes the implementation of standards in a manner that safeguards the environment and complies with relevant regulations;

Health and Safety in Mines: We prioritize the health and safety of individuals involved in mining activities. This involves the development and enforcement of policies to manage health conditions, promote safety, and ensure compliance with health and safety standards in mines;

Capacity Development in Mining: The State Department is committed to promoting high quality capacity development in the mining sector through providing training programs and educational initiatives to enhance the skills and knowledge of individuals engaged in the mining industry;

Innovation and Technology Integration: We embrace innovation, research, and technology in all our operations to ensure efficient and effective service delivery in the mining sector. This commitment extends to the adoption of modern technologies such as Online Mining Cadastre and Geo-Data Bank that enhance transparency and efficiency in the licensing, compliance and mineral exploration;

Collaborative Team Performance: Our staff will perform functions as a team, upholding values of integrity, accountability, and reliability. This approach ensures a cohesive workforce that pays special attention to details in meeting safety and security requirements within the mining industry;

Integrated Quality Review and Management System: We integrate a Monitoring and Evaluation Quality Management System into all our operations, consistently reviewing and improving its effectiveness. This ensures that our processes and services are aligned with quality standards and are subject to continuous improvement; and

Risk-Based Thinking and Process Approach: We embrace risk-based examining and approach through proactively identifying and addressing potential risks to ensure the resilience and sustainability of our activities.

The State Department for Mining shall ensure that this Quality Policy supports its strategic direction, aligning with the mandates outlined in Executive Order No. 2 of November 2023, and is reviewed periodically to address emerging issues and changing legal and industry requirements.

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CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Overview

This chapter provides a situational analysis of both the internal and external environment, a review implementation of the previous strategic plan 2018- 2022 of the Ministry of Mining and Petroleum as well as stakeholder analysis. The external environment focuses on political, environmental, social, technological, economical and legal (PESTEL) factors followed by a tabulated summary of opportunities and threats. The internal environment provides an assessment of the State Department for Mining governance and administrative structures, internal business processes, and resources and capabilities. A summary of the weaknesses and strengths of the internal environment is then provided. The review of the previous Strategic Plan focuses on its implementation status, key achievements, challenges, lessons learnt as well as strategies for future action. The stakeholder analysis looks at the roles of the various stakeholders, the expectations from the stakeholders and the expectations of the state department from the stakeholders.

3.1 Situational Analysis

3.1.1 External Environment

The external environment focuses on analysis of the macro-environment and provides implications of the external factors as manifested in opportunities and/or threats. The opportunities and threats inform the identification of appropriate strategic responses.

3.1.1.1 Macro-environment

To appreciate the environment under which the State Department for Mining operates, an analysis of the external environment was undertaken. It focused on the political, economic, social, technological, ecological and legal (PESTEL) factors. The following are the highlights:

Political factors: State Department for Mining will embrace goodwill from different quarters such as the Executive, Counties, MCDAs, Counties, Development Partners and the Private Sector. This collaboration aims to expedite their programmes and projects through financial and technical partnerships. These initiatives are distributed across the country.

Having a political environment with supportive government policies can create more opportunities for the mining sector. Pro-mining policies, tax incentives, and regulatory frameworks can attract investment and foster growth. The Government has entered into an MOU through Government-to-Government arrangement with the Government of Indonesia to capacity build laboratory officers and bring in the best

practices in mineral testing. Such initiatives are made possible when there is a stable political environment.

Political stability stands as a crucial factor ensuring the smooth and continuous execution of the State Department for Mining's programmes and projects. A stable political environment reduces the risk associated with long-term investment in mining operations.

Economic Factors: The turbulent global economic disruptions as a result of post effect Covid 19 Pandemic, climate change, the Russia-Ukraine conflict, Israel-Gaza conflict and exchange rate volatility have impacted negatively on Trade and Investment in Kenya. These factors have led to increased inflation rates and a higher cost of living. Additionally, the confluence of low tax revenues and escalating public debts has significantly impacted the execution of programs and projects by the State Department for Mining. To mitigate these challenges, there's a necessity to harness Public-Private Partnerships (PPPs) to gather funds essential for implementing various programs and projects. Leveraging these partnerships can offer an avenue to access resources beyond traditional governmental funding sources, thereby aiding in the realization of the State Department for Mining's initiatives.

The government aims to increase the share of mining in the GDP from the current 0.8% to more than 10% by 2030 through increased exploration, mineral development and value addition. The State Department for Mining is focused on Mineral Value Addition which will help in the realization of the economic value of the mineral throughout the mineral value chain. In this regard, Voi Gemstone Centre has been refurbished, opened and trading booths leased out to traders for value addition and marketing, further a directive has been issued that all gemstone trading be carried inside the centre. Moreover, the National Mining Corporation which was established and operationalized to act as the investment arm of the Government in the Mining Sector. Further, other Mineral Value Addition Centres have been initiated such as; Kakamega Gold Refinery - in Kakamega, Granite Processing Plant – in Vihiga, revival of Fluorspar factory in Elgeyo Marakwet and Kisii Soapstone Value Addition Centre. These initiatives will highly boost the contribution of the mining industry to the economy.

Social Factors: The State Department acknowledges the crucial contribution of Artisanal and Small-Scale miners in poverty alleviation and socio-economic progress. Recognizing this significance, the Department has prioritized the formalization of the artisanal miners into marketing cooperatives.

Currently, progress has been notable as over 200 artisanal groups have undergone formalization and gazetted, eagerly anticipating the issuance of mining permits by the Artisanal Mining Committee. Across all regions, the operationalization of Artisanal

Mining Committees has been successfully carried out, reflecting a concerted effort to ensure representation and support at local levels.

Moreover, to ensure continued momentum, the Department has taken proactive steps by renewing the terms of expired committees, paving the way for their official submission for gazetting. This approach signifies a commitment to sustained engagement and support for the artisanal mining community, aiming to provide them with formal recognition and necessary regulatory frameworks to enhance their socio-economic contributions.

Additionally, the State Department has defined specific zones dedicated to artisanal mining activities. Presently, it is actively engaged in educating and raising awareness among artisanal miners and communities residing in these mining zones. Additionally, the department is focused on enhancing the capabilities of artisanal miners. This effort aims to strengthen sustainable mining practices and facilitate their active engagement in the mining value chain for more effective participation.

With the Government's Bottom-Up Economic Transformation Agenda (BETA), the State Department will also focus on the central role played by Artisanal and Small-Scale miners in poverty eradication and social economic development.

Through the Fiscal regimes, Mining companies pay royalties to the government and 10% of the revenue is meant to go to the community within the mining counties. Coupled with the Corporate Social Responsibilities (CSRs), these royalties can boost the socio-economic status of the community. A framework for the sharing 10% royalties to the communities has been developed and subjected to public participation and is expected to be concluded in the current financial year

Technological factors: In pursuit of transparency within the mineral rights issuance process, the State Department has implemented measures to ensure the effective operation of the Online Mining Cadastre (OMC). This technological platform serves as a pivotal tool, fostering accountability and transparency in the allocation of licenses and permits within the mining sector.

By leveraging the OMC, the department aims to provide a streamlined and accessible platform that enhances openness throughout the entire process of awarding licenses and permits. This initiative represents a commitment to modernizing and improving the accountability framework within the mining industry, allowing stakeholders and interested parties to track, monitor, and participate in the mineral rights allocation process with greater clarity and transparency.

Moreover, the State Department for Mining has refurbished Madini House and upgraded the mineral testing laboratory by repairing existing and equipping it with modern testing equipment that guarantee credible results. The Ministry has also commenced the process of decentralizing mineral testing by opening laboratory

services in the regional offices to ease the burden on miners and stakeholders having to ferry samples to Nairobi for testing.

Through the completion of the National Wide Airborne Geophysical Survey (NAGS) that identified 970 mineral occurrences across the country in its preliminary report, the State Department will have a more updated mineral inventory. These technological advancements will assist in mapping of mineral resources in the country.

Ecological Factors: The ecological impact on the State Department for Mining's programs and projects in Kenya is substantial but requires careful consideration and feasibility studies. Mining activities, if not properly managed, can lead to severe ecological consequences. These consequences encompass a range of challenges such as deforestation, soil erosion, and habitat destruction due to land clearing and excavation. Additionally, the use of heavy machinery and chemicals in mining operations can result in soil degradation, water pollution, and disruption of natural ecosystems. The department's initiatives focus on implementing stringent environmental regulations, promoting responsible mining practices, and adopting sustainable approaches to mitigate these adverse ecological effects. This approach is vital to ensure the preservation of Kenya's biodiversity, ecosystems, and natural resources while facilitating the sustainable development of the mining sector.

In a bid to conserve the environment, the mining industry needs to look into transitioning to renewable energy sources for mining operations, such as solar or wind power which will reduce the carbon footprint and dependence on non-renewable energy sources.

Implementing effective mine site rehabilitation and reclamation programs can restore ecosystems and provide long-term environmental benefits. This may include reforesting, soil stabilization, and water management projects.

Legal Factors: State Department for Mining is tasked to develop extractive policy in line with its mandate. As part of this mandate, the State Department is currently developing a Mineral Value Addition and Processing Policy. This policy involves mapping each region to a specific value addition initiative based on their respective mineral abundance. Additionally, the State Department has conducted a thorough audit of all mineral right holders, aiming to identify and address non-compliance issues. In line with this, the government has revoked 1546 licenses that fail to meet the stipulated licensing conditions. The State Department has also issued stop orders to over 3000 illegal operations and has profiled illegal miners and mineral dealers in view of closing all their operations. Enforcement has also been beefed up through the Regional Mining Offices.

The State Department Initiated review of legal instruments governing the sector. It has already reviewed and developed several Regulations amongst them, Gemstone Identification and Value Addition, Licence and Permits, Dealings in Minerals, Royalty Collection and Management, Mineral Royalty Sharing and Mine Support Services which are at an advanced stage of approval.

3.1.2 Summary of Opportunities and Threats

Based on the analysis of the PESTEL the following emergent opportunities and threats have been summarized in the table below;

Table 3.1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	- Leverage Political Goodwill for financial and technical partnerships - Enhanced synergy between the national and county governments in the implementation of programmes and projects - Government to Government MOUs in mining operations - Reduced risk associated with long-term investment in mining	- Political instability that might scare away investors and hinder long-term investments in mining projects - Political influence that would affect mining operations in some areas - Overstepping mandates - Change in Government priorities/Manifestos - Unpredictable security in some regions
Economic	- Leverage Public Private Partnerships - Develop a resource mobilization strategy - Economic benefits from in-country mineral processing and value addition - Increased contribution of mining industry to the GDP - Job creation both directly in mining operations and indirectly in related sectors such as transportation, logistics, and services.	- Over-reliance on exchequer funding - Global economic shocks - Mineral smuggling leading to loss of revenue from these resources. - Global economic disruptions leading to rising operational costs, including energy, labour, and equipment costs which can affect the economic viability of mining projects. - Resources nationalism in counties
Social	Contribution to poverty alleviation and socio-economic progress	Social opposition to mining projects, often fueled by concerns about environmental impact,

	especially within the artisanal and small-scale miners. ● Enhanced local empowerment and support. ● Training programs and partnerships with educational institutions enhancing the employability of local residents.	displacement, or cultural heritage. This can pose a significant threat. ● Mining activities may lead to displacement of local communities or conflicts over land use. ● Communities feel that they don't benefit as much as they should from a mining project in their locality. ● Resistance to change and traditional practices
Technological	● Enhanced transparency and accountability in the mineral rights allocation process ● Management information systems a more efficient and streamlined approach, reducing bureaucratic hurdles and potentially expediting the issuance of licenses Improved efficiency can attract more investments and expedite the commencement of mining operations. ● Equipping the laboratory with modern testing equipment ensures the generation of credible and reliable results. ● Decentralizing the mineral testing process. ● More updated mineral inventory	● Unreliable internet connectivity, cyber security threats and technical glitches could impede the effective operation of MIS, ● Insufficient funding could result to operational inefficiencies ● Skills Gaps – Inability to utilize MIS and other digital platforms. ● Failure to comply with Data Management Laws and Regulations. ● Compatibility of Current and technological trends and systems. ● Loss of data. ● Lack of full control of MIS and Geodata.
Ecological	● Sustainable resource extraction through implementation of stringent environmental regulations.	● Despite implementing stringent environmental regulations in mining operations, inadequate enforcement could pose a

	- Initiatives aimed at preserving biodiversity and ecosystems can encourage stakeholder engagement and collaboration. - Preservation of Kenya's biodiversity through responsible mining practices - Transitioning to renewable energy sources - Mine rehabilitation and reclamation programs	- significant threat. - Pressures to extract resources for economic gain might overshadow ecological considerations. - Environmental degradation and destruction of development infrastructure. - Natural calamities - Pollution of water bodies
Legal	- The implementation of the Mineral Value Addition and Processing Policy offers an opportunity for economic diversification and value addition within the mining sector. - The thorough audit of all mineral right holders and subsequent revocation of licenses that do not meet stipulated conditions highlight an opportunity to improve regulatory compliance and accountability - The mapping of regions to specific value addition initiatives based on mineral abundance presents an opportunity for better resource management and utilization. - Review and development of mining regulations will lead to much better policies that will spur investments in the mining industry	- The revocation of licenses due to non-compliance could lead to job losses, legal disputes, and decreased investor confidence. - Inadequate resources, bureaucratic hurdles, or legal complexities might hinder the effective execution of regulatory measures, limiting their impact and leading to continued non-compliance. - The implementation of new policies, such as the Mineral Value Addition and Processing Policy, could face resistance from various stakeholders within the mining sector. - Introduction and upscaling of fees in reviewed policies could face resistance from the affected stakeholders

3.1.3 Internal Environment

The internal environment entailed an assessment of the State Department for Mining governance and administrative structures, internal business processes, and resources and capabilities. Moreover, a summary of weaknesses and strengths was then outlined.

3.1.3.1 Governance and Administrative Structures

The Ministry for Mining, Blue Economy and Maritime Affairs was created under Executive Order No. 1 of January 2023, having three State Departments; State Department for Mining, State Department forBlue Economy and State Department for Shipping and Maritime Affairs.

The mandate of the State Department as defined in Executive Order 1 of January 2023 are to, Develop Policy on Extractive industry; mineral exploration and Mining Policy Management; inventory and Mapping of Mineral Resources; Mining and Minerals Development policy and Standards; Maintenance of Geological Data (Research collection, collation, analysis; policies on the management of Quarrying of Rocks and Industrial Minerals; Management of Health and Safety in Mines and Mining Capacity Development and Value Addition.

The Constitution of Kenya, 2010, Article 62(f), states that minerals as defined by law are public land and that minerals belong to the people of Kenya. The management of minerals is vested in the National government.

Minerals are managed through the Mining and Minerals Policy, 2016, the Mining Act, 2016 and subsequent regulations. The Mining Act, 2016 has listed in the First Schedule the minerals it regulates. The Law has provided for various licences for large scale operations and permits for small scale operations.

The Ministry for Mining, Blue Economy and Maritime Affairs is headed by the Cabinet Secretary (CS). The State Department for Mining is headed by the Principal Secretary (PS) who assists the CS in spearheading the activities of the State Department. The Department has regional mining offices with Inspectors of Mines, Inspectors of Explosives and Geologists who are responsible to the Secretary Mining and the Secretary Geological Survey. They assist in the implementation of the Mining Act 2016 and Explosives Act Cap 115.

The Regional Mining Offices are strategically distributed across several key locations in Kenya. These offices are established in Embu, Garissa, Eldoret, Marsabit, Taita Taveta, Kwale, Mombasa, Nakuru, Kisumu, Kakamega, Migori, Nyeri, Turkana, Nanyuki, Marimanti, Nairobi East, Kitui, and Baringo. Each office serves as a regional hub to oversee and regulate mining activities in its respective area, ensuring

compliance with mining regulations, facilitating permit issuance, and providing support and guidance to mining-related operations. These distributed offices aim to decentralize services, foster local engagement, and enable efficient coordination and supervision of mining activities across various regions of Kenya.

3.1.3.2 Internal Business Processes

The State Department for Mining has well documented human resources, supply chain management and financial management processes. In addition, the Department in its reforms, commits to operationalization of OMC for transparency in issuance of mineral rights and has taken measures to enhance accountability and openness in the process of awarding licenses and permits. Previously, the internal business processes were generally manual.

Notably, commitment to stakeholders is well documented in the Citizens' Service Delivery Charter as well as the State Department for Mining website and is properly defined in the annual performance contract.

3.1.3.3 Resources and Capabilities

The State Department for Mining heavily depends on financial allocations from the government's exchequer to fulfill its operational obligations. However, these funds allocated by the Government of Kenya are limited and insufficient to comprehensively meet the financial needs required for the department to effectively carry out its mandate. Hence, it becomes imperative for the State Department for Mining to strategize resource mobilization efforts. These strategies encompass lobbying for additional financial support from the exchequer, engaging bilateral and multilateral development partners, and fostering collaborations with other Ministries, Departments, Agencies, Counties, and the private sector to bolster financial resources.

While the organization has been prudent in managing its financial resources and has established a robust financial management system, there remains a critical need to enhance efficiency by automating all financial management services. Automating these services would streamline financial processes, ensuring more accurate tracking, transparency, and efficiency in the allocation and utilization of funds, thus enabling better financial management and optimization of available resources.

The State Department for Mining has dedicated and qualified staff of 320 staff. Regrettably the department has inadequate working space, furniture and ICT equipment that affects their service delivery.

Mining activities are known but the State Department for Mining brand visibility remains low. Therefore, there is a need for proactive and innovative communication and branding initiatives to enhance the relevance of the Department.

3.1.4 Summary of Strengths and Weaknesses

The summary of emergent strength and weaknesses of State Department for Mining Governance and Administration Structures, Internal Business Processes, and Resource and capabilities is shown in the table below;

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	- The existing legal framework provides for diverse boards consisting of the public and private sector. - Clear organizational structure and operational policies. - The establishment of Regional Mining Offices in strategic locations across the country demonstrates a decentralized approach to governance and regulation - The presence of specialized professionals such as Inspectors of Mines, Inspectors of Explosives, and Geologists within the department's regional offices strengthens the administrative structure. - The presence of boards such as the Mineral Rights Board makes decisions made by the CS on mining operations to be rigorous.	- Insufficient funding, staff shortages, or lack of necessary equipment could hinder the effective functioning of the regional offices - Inadequate oversight or monitoring mechanisms could lead to instances of non-compliance, affecting the effective management and regulation of mining activities. - Ensuring consistent implementation of policies and standards, harmonizing approaches, and maintaining uniformity in decision-making across all offices could be challenging, especially in regions with varying needs or levels of development. - Delayed feedback to the stakeholders as a result of bureaucracies.
Internal Business Processes	Well documented supply chain and financial management processes.	Reliance on Manual processes within the department might have led

	- Commitment to stakeholders is well documented in the Citizens' Service Delivery Charter. - Commitment to OMC signifies a proactive step towards enhancing transparency in the issuance of mineral rights. - Display of the mineral rights given to various holders to the public on the OMC signifies the transparent nature of the ministry to its stakeholders. - Review of mining regulations signifies continuous steps towards achieving a sustainable mining environment.	- to inefficiencies, delays, and potential errors - Resistance to change, staff training needs, or technical glitches during the implementation phase of OMC might affect the smooth adoption and functionality of new systems, impacting operational efficiency. - Inadequate training and sensitization of the OMC to the various stakeholders might lead to inefficiency in its intended use.
Resources and capabilities	- Dedicated human capital. - Adequate infrastructure, including ample working space, furniture, and ICT equipment. - Decentralized laboratory facilities for effective and faster mineral testing services. - Increased Mineral value addition centres. - Updated mineral inventory - Strategic stakeholder engagements.	- Inadequate funding. - Inadequate training of staffing. - Low brand visibility. - Mining environmental impact concerns. - Inadequate infrastructure including working space, furniture and ICT equipment.

3.1.5 Review of the Strategic plan (2018-2022)

A review of the implementation of the Strategic Plan 2018-2022 aimed to comprehensively assess its implementation status, examining achievements, challenges, lessons learn
 ed, and strategies for future action. This examination focussed on six Key Result Areas (KRAs); a) KRA 1: Policy, Legal Framework and Institutional Reform, b) KRA 2: Institutional Strengthening and Capacity Development, c) KRA 3: Geological Mapping, Mineral Exploration and Research, d) KRA 4: Geo-Information Management, e) KRA 5: Mineral Resources Management, f) KRA 6: Mineral Promotion, Value Addition and Marketing.

3.1.5.1 Key Achievements

In the domain of KRA 1: Policy, Legal Framework and Institutional Reform, several significant accomplishments were observed:
- The Mining Act 2016 became operational;
- The Mining and Mineral Policy 2016 and Strategic Plan (2018-2022) was developed and implemented; and
- The Mining Act 2016, regulations and attendant conditions by mineral right holders was further enforced and its compliance strengthened by deploying 18 compliance officers to the regional offices.

In KRA 2: Institutional Strengthening and Capacity Development, the following achievements were showcased:

- Geological data was integrated in a Geological databank;
- Inspector of explosives and cartographers was recruited;
- National Mining Corporation (NMC) became operational in 2018; and
- Mineral Rights Board (MRB) and the Geologists Registration Board (GRB) were strengthened

In KRA 3: Geological Mapping, Mineral Exploration and Research, the following was achieved:

- National Airborne geophysical survey was carried out;
- Ground truthing of mineral targets and exploration drilling was launched and currently ongoing;
- The mineral lab was equipped and ISO 17025 Certification is at 21%; and
- The implantation of seismological geohazard mapping is at 3%.

In the domain of KRA 4: Geo-Information Management, the following was achieved:

- Geodata centre infrastructure is at 49% completion;

- Collection, collation and analysis of geo-data is ongoing; and
- Archived geo-data was digitalized and vectorized.

In KRA 5: Mineral Resources Management, the following were achieved:

- Opening and deployment of staff to the 18 regional mining offices;
- Enhancement of regional offices for rapid responses and effective service delivery;
- Promotion of environmental management to comply with the environmental management act;
- Eighty five percent (85%) of the targeted artisanal miners were trained and sensitized on management of mine environment, health and safety in Kakamega, Vihiga, Kisumu, Migori, Kisii, Narok, Taita Taveta;
- Gazettement of 9 Artisanal Mining Committees;
- Development of Guidelines on operationalization of Artisanal Mining Committees, Guidelines on Delineation of designated areas for artisanal mining, Guidelines on Mine Safety, Health and Environment of Artisanal Mining; and
- Development of Artisanal Mining Strategy.

Under KRA 6: Mineral Promotion, Value Addition and Marketing, Voi Gemstone Center was equipped and became operational in 2018-2022.

3.1.5.2 Challenges

Challenges encountered during the implementation of the eight KRAs comprised of the following:
a) Slow progress on implementation of Human Resource policy guidelines;
b) Inadequate funding and personnel to implement the strategy;
c) Overstepping of mining mandates by County Governments;
d) Inadequate infrastructure to support mineral resource development and value addition;
e) Imposition of the moratorium on issuance of mineral rights in 2019 affected funding and progress of mining activities;
f) Frequent movement of the mining function due to re-organization of the national government
g) Covid-19 pandemic slowed down the implementation of the strategy; and
h) Lack of clarity on the geological survey function affecting resource allocation

3.1.5.3 Lessons Learnt

Lessons learnt and corresponding strategies identified during the implementation of the strategic plan were;

a) A multi-sectoral approach and strengthened collaboration between the two levels of government is essential for successful implementation of the mining sector programmes and projects;

b) Enhanced strategic partnerships with key MDAs is essential for project financing, execution and skills transfer;

c) Creation of an enabling business environment is necessary to improve Kenya competitiveness in the region and attract investments;

d) There is need to improve visibility of the mining sector through highlighting and promoting key mining projects;

e) Capacity building and training of local pool of professionals is essential to keep up with emerging trends and technology advancement in the mining sector;

f) Proper formulation and implementation of policies and strategies for management of stakeholder expectations is imperative;

g) Effective compliance and cross-border collaboration and partnership with institutions in the surveillance of minerals is critical for proper mineral resource governance;

h) There is need to review and upgrade ICT infrastructure systems (OMC, Geodata Bank) to keep pace with the technological advancements in the extractives sector; and

i) Integration of monitoring and evaluation activities is crucial in project implementation.

3.2 Stakeholder Analysis

The State Department for Mining works closely with various stakeholders. These are illustrated in the table below.

Table 3.3: Stakeholder Analysis

Stakeholder	Role	Expectation of the stakeholder	Department Expectation from Stakeholder
The Presidency	● Appointment of the Cabinet Secretary, Permanent Secretary and Chairs (NMC & MRB)	● Strategic leadership in co- ordination and implementation of mining programmes and projects that contribute to the national development agendas, ● Delivery of mandate and annual	● Ownership and championing of mining projects and programmes that support Kenya Vision 2030 and BETA ● Uphold national values

		Performance Contract ● Promote national values	
The National Treasury and Economic Planning	● Provide guidance and oversight and budgetary support in the implementation of mining programmes that contribute to the National Development Agenda.	● Efficient and prudent utilization of resources to achieve mandate ● Vet all Mining Programmes and projects for the Medium-Term Plans as per the Criteria ● Compliance with relevant Government Policies and Circulars ● Timely preparation of budgets and procurement plans ● Account for allocated resources	● Provide policy guidance and budgetary support ● Timely disbursement of funds ● Facilitate activities that promote implementation of Kenya Vision 2030 flagship projects and BETA ● Create forums where the State Department can guide on flagship projects identification and selection ● Support the Board in resource mobilization ● Appoint a representative of PS – NT to the MRB Board ● Timely approval of budgets and procurement plans
Devolved Governments (County Governments, County Assemblies)	● Implement Flagship Programmes and Projects at the County level	● Provide guidance and leadership on selection of Programmes and Projects in the counties ● Provision of Land consents for mining activities	● Provision of support in the county levels ● Alignment of County Integrated Development Plans (CIDPs) to mining programmes and projects ● Avail information on progress of implementation of programmes and projects upon request

Ministries, Departments and Agencies (MDAs)	● Implement National Government Flagship Programmes and Projects	● Coordination, direction, and technical support in implementation of mining programmes and projects ● Provide support on resource mobilization	● Implementation of flagship Programmes and Projects. ● Timely reporting on progress of Mining Programmes and Projects
Parliament (National Assembly & Senate)	● Oversight and/or appropriation of funds and / or making laws	● Deliver on the State Department for Mining mandate ● Provide information on Mining programmes and projects. ● Prudent resource management and utilization	● Pass favorable mining laws ● Objective in oversight of mining programmes ● Support in resource mobilization
Citizens	● Hold the Department accountable by providing feedback and participating in forums and engagements	● Sensitization on Mining programmes and projects ● Provide periodic communication on the progress and status of Mining programmes and projects ● Equitable revenue sharing of royalties as per Mining Act 2016, ● Unpack mining flagship projects and provide content that speaks to all sectors of the citizenry ● Sustainable utilization of mineral resources	● Buy-in, ownership and support of the mining programmes ● Participate and provide feedback on the implementation of Mining programmes and projects

		and mine rehabilitation ● Fair and equitable treatment ● Provide corporate social responsibility activities	
Academia & Research Institutions	● Generation of expertise and trained workforce ● Research on mining policies and programmes ● Education initiatives and awareness creation to empower the public	● Sensitization and provide more visibility on Mining programmes and projects ● Provide linkage between Academia and relevant Mining programmes and projects ● Support research and innovation on Mining projects	● Provide training and capacity building in mining and related disciplines ● Undertake research and innovation on Mining projects ● Constantly critique the implementation plans, and provide policy input
Private sector	● Partnership in implementation and investing into the Programmes and Projects	● Create conducive business environment, ● Be an intermediary linkage between the MDAs and Private Sector institutions, ● Provide information on Mining programmes and projects.	● Full compliance with relevant mining legislations ● Provide information and feedback on challenges faced in implementation for programmes and projects ● Promote environmental sustainability while implementing projects
Media	● Disseminate information on Mining programmes and projects	● Timely provision of accurate information of Mining programmes and projects ● Frequent engagement on the Government	● Continuous dissemination of information on Mining programmes and projects initiatives to promote visibility

		development agenda and projects.	
Kenya Foreign Missions, Kenyans in the Diaspora, Embassies and Consulates	• Economic Diplomacy and Investment Promotion in the mining sector	● Provide information on Mining programmes and projects ● Promote the Mining programmes and projects internationally	● Information desk and feedback on Mining programmes and projects implementation ● Knowledge sharing on similar projects across countries ● Facilitate potential investors to undertake flagship projects
Regional Economic Blocs and International bodies	• Aligning and harmonizing Regional and International Policies and treaties.	● Partnership and collaboration, compliance to treaties, agreements and protocols	● Partnership and collaboration on mining programs, ● International lobbying, ● Capacity building, and ● Technical and external budgetary support
Civil Society Organizations, Faith Based Organizations (FBOs) and Non-Governmental Organizations (NGOs)	• Advocacy for Human Rights and Social Justice of Marginalized Groups • Hold State Department for Mining accountable	● Provide information about Mining programmes and projects ● Promote good governance and national values	● Participate in Mining initiatives ● Sensitize Kenyans on State Department for Mining ● Community Engagement and Representation ● Uphold national values

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter provides the strategic issues, goals and Key Result areas. The State Department for Mining has identified strategic issues, two strategic goals and three Key Result Areas (KRAs) in which implementation will be carried out, performance measured and results communicated or reported.

4.1 Strategic issues

The identified strategic issues within State Department for Mining include:

a) Inadequate resources and infrastructure to effectively carry out the state department's mandates;
b) Staff shortages, and lack of necessary equipment affecting implementation of programmes;
c) Challenges with oversight and monitoring mechanisms affecting compliance and regulation of mining activities;
d) Lack of proper management of mining related information and sharing with relevant MDAs;
e) Inefficiencies stemming from reliance on manual processes within the department;
f) Challenges with data management due to cyber-attacks, privacy violations and software flaws;
g) Lack of sufficient capacity building of staff affecting proper implementation of programmes;
h) Lack of political and investor buy ins due to invisibility of mining sector in the economy; and
i) Increased incidences of accidents in mining sites s due to limited compliance and sensitization of miners.
j) Unbalanced alignment of resources

4.2 Strategic Goals

GOAL 1: Sustainable exploitation of minerals.

GOAL 2: Robust and dynamic institution.

4.3 Key Result Areas

The State Department for Mining has identified Key Result Areas (KRAs) in which implementation will be carried out, performance measured and results

communicated. These Key Result Areas have been carefully identified to cover the entire range of programmes implemented by the State Department for Mining and provide the areas along which reporting will be carried out. The KRAs are as follows:

KRA 1: Accelerate mineral development, promotion and value addition.

KRA 2: Provide leadership in the management of mineral resources.

KRA 3: Build organizational capacity.

The State Department linked the attainment of the strategic goals with their respective KRAs as shown in the table below;

Table 4.1: Strategic Issues, Goals and KRA

Strategic issue	Goal	KRAs
1. Inadequate resources and infrastructure to effectively carry out the state department's mandates; 2. Staff shortages, and lack of necessary equipment affecting implementation of programmes; 3. Challenges with oversight and monitoring mechanisms affecting compliance and regulation of mining activities;	● Sustainable exploitation of minerals	**KRA 1:** Accelerate mineral development, promotion and value addition. **KRA 2**: Strengthen inventory and management of mineral resources.
4. Lack of proper management of mining related information and sharing with relevant MDAs; 5. Inefficiencies stemming from reliance on manual processes within the department; 6. Challenges with data management due to cyber-attacks, privacy violations and software flaws; 7. Lack of sufficient capacity building of staff affecting proper implementation of programmes; 8. Lack of political and investor buy ins due to invisibility of mining sector in the economy; and 9. High rate of mining accidents due to limited compliance and sensitization of miners.	● Dynamic and robust state department	**KRA 3:** Build organizational capacity.

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter provides State Department for Mining strategic objectives and strategies further outlining the strategic objective outcome and outcome indicators for the five-year period 2023-2027.

5.2 Strategic Objectives

The State Department has identified strategic objectives (SO) for each of the Key Result Areas (KRAs). Outcome and outcome indicators for the strategic objectives have been provided as well as five-year projections as shown in the table below.

Table 5.1: Outcomes and projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			23/24	24/25	25/26	26/27	27/28
KRA 1: Accelerate mineral development, promotion and value addition							
SO1.1: Strengthen mineral value addition	Increased contribution of mineral revenue to GDP	Amount of revenue collected	15	20	25	30	35
KRA 2: Provide leadership in management of mineral resources							
SO2.1: Geo-information management	Ease of Geo-data access, storage, retrieval and sharing	% of updated and accessible databases	0	30	70	95	100
SO2.2: Mineral resource management	Order and rule of law in the mining sector	No. of mineral rights issued.	50	400	600	600	450
KRA 3: Build organizational capacity							
SO3.1: Strengthen institutional Governance and administrative capacity	Organizational efficiency and effectiveness	Level of implementation of planned activities	30%	45%	60%	75%	90%

5.3 Strategic choices

The table below provides the strategic objectives and their respective strategies and activities for each of the three KRAs.

Table 5.2: Strategic objectives, strategies and activities

KRA	Strategic Objectives (s)	Strategies	Activities
Accelerate mineral development, promotion and value addition	Strengthen mineral value addition	Promote mineral value addition and competitiveness	1. Review the mining and mineral policy to include value addition. 2. Develop value addition centres 3. Implement public private partnerships in mineral value addition 4. Build the capacity of NMC to carry out mineral value addition
		Promote strategy on mineral marketing	1. Develop a master plan to make Nairobi a mineral trading Hub 2. Develop a mineral marketing policy 3. Organize international mining investments forums, conferences
		Enhance mineral exploration surveys activities	1. Completion on unmapped geological areas

			2. Completion of the land and ocean airborne survey 3. Geological mapping and update of geological maps and reports 4. Carry out ground truthing and mineral evaluation on prioritized anomalies 5. Develop concessions on evaluated deposits 6. Establish a national core library centre
		Enhance mineral exploration surveys activities	1. Develop a policy on geo- hazard mitigation and management 2. Establish seismic monitoring centres in the country. 3. Develop geo-hazards maps
		Enhance completion and international accreditation of mineral testing laboratory	1. Implement the ISO certification programme 2. Undertake public – private partnership in

			development and management of the laboratory
		Promote artisanal and small-scale mining	1. Update and implement artisanal mining strategy 2. Designate areas reserved for artisanal mining activities 3. Gazette and Operationalize the artisanal mining committees 4. Sensitize artisanal miners on appropriate technologies and mine health and safety
Provide leadership in management of mineral resources	Geo information management	Enhance equipping of the Geo-Data Centre	1. Geo-data Infrastructural development and research 2. Establish and equip Regional laboratories
		Enhance access of geoscientific data for investments	1. Operationalize the Geo-Data Bank 2. Skill and Competence development in application of Specialized

			Geoscientific Software in Geological Modelling and Mineral Resource Evaluation
	Mineral resource management	Enhance efficiency in the administration of mineral rights and dealings	1. Domicile and upgrade the online transactional mining cadastre system
		Enhancing the mining inspectorate function	1. Operationalize the Mining Police Unit 2. Develop the Capacity of Mining Inspectors
		Promote mine environmental management, health and safety requirements	1. Establish, operationalize and deploy a mines rapid response unit 2. Rehabilitate of disused and abandoned mines and quarries 3. Manage decommissioned mines
Build institutional capacity	To strengthen institutional governance, and administrative capacity	Improve the institutional policy, and legal framework	1. Develop and review the policy and legal framework 2. Spearhead stakeholder engagements in the review and development of the

			policy and legal framework 3. Develop a litigation and arbitration database 4. Prepare and review legal agreements and frameworks to ensure compliance with the requisite laws
		Human Resource Management and capacity building	1. Review and operationalize the human resources instruments 2. Coordinate staff training and capacity building 3. Review terms and conditions of service 4. Develop annual human resource plan 5. Undertake institutional skills gap analysis 6. Organize sensitization forums on Staff Performance Appraisal System

			7. Develop Training Needs Assessment data collection tool	
			8. Develop and implement staff induction and orientation programs	
		Administration of State Department's payroll	1. Prepare, produce and process monthly payroll	
			2. Quarterly cleanse the payroll	
		Attract, recruit and retain human capital	1. Develop and implement a succession plan	
			2. Undertake employee satisfaction survey	
		Leveraging emerging technology	1. Develop and implement an Enterprise Resource Planning (ERP) system	
			2. Undertake an ICT systems audit	
			3. Develop and implement a business continuity and disaster recovery plan	

			4. Review and upgrade SDM website 5. Procure ICT hardware and software 6. Conduct business process re-engineering 7. Design, develop and deploy automated systems 8. Design and develop Quality Management Systems (QMS)
		Enhance digitalization process	1. Establish and operationalize a digitalization committee 2. Conduct a baseline survey to determine the institution's level of digitalization
		Enhance corporate image	1. Conduct customer satisfaction surveys 2. Review corporate communication strategy 3. Review and implement the corporate social

				responsibility activities.
			4.	Develop branded materials
		Enhance customer service	1.	Develop the citizen service delivery charter for the State Department for Mining
			2.	Sensitize all staff of SDM on the Citizens' service delivery charter
		Improve on work environment	1.	Acquire, design and maintain adequate office space
			2.	Mainstream cross-cutting issues

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter provides the implementation and coordination framework. The implementation is further expounded in the implementation plan matrix. The coordination framework is discussed through the institutional framework, staff establishment, skills set and competence development. A risk management framework is also provided.

6.1 Implementation plan

The State Department for Mining will provide appropriate governance and policy direction to ensure the implementation responsibilities of this Plan are cascaded to all levels. The State Department will establish suitable coordination mechanisms to facilitate effective collaboration with all pertinent stakeholders, working collectively towards realizing a clean environment.

6.1.1 Action Plan

At the beginning of the implementation stage, the State Department shall communicate the strategic plan to all stakeholders, assign roles and responsibilities to different players, mobilize, allocate and utilize resources as identified in the plan. In addition, the State Department will align annual departmental and individual work plans to the strategic plan and budget. Moreover, the State Department will put in place an appropriate monitoring, evaluation and reporting framework and strengthen staff capacity to deliver on the mandate.

During Implementation, the State Department for Mining management will provide strategic leadership, be responsible for policy formulation and play an oversight role. The Principal Secretary (PS) will ensure the overall coordination, implementation, monitoring, and evaluation of the Strategic Plan. The Strategic themes teams will be responsible for the day-to-day operationalization of the Strategic Plan to ensure that the planned activities are implemented. The Implementation Matrix for the strategic plan is provided in Appendix I.

6.1.2 Annual Work Plan and Budget

The annual budget will be informed by the annual targets in the Implementation matrix. The State Department will extract their annual work plan in time for the annual budgets. Appendix II provides a cost annual work plan for the first year of implementation of the strategic plan.

6.1.3 Performance Contracting

The cost work plans in Appendix II will constitute the Annual Performance contracts.

6.2 Coordination framework

All departments will be charged with leading and/or supporting the State Department for Mining activities as outlined in the Implementation Matrix. This is further expounded in the institutional framework; staffing levels, skills set and competences; leadership; and systems and procedures.

6.2.1 Institutional Framework

During the plan period, The State Department will undertake evaluation of the existing structure, policies, rules and regulations to ascertain their appropriateness and adequacy towards the support of carrying out the strategy. The State Department for Mining organization structure is shown in Appendix IV. Additionally, the State Department aims to institutionalize a capacity development strategy to enhance staff performance and service delivery. These strategic measures are intended to facilitate the attraction, recruitment, development, and retention of highly qualified and motivated personnel within the State Department for Mining.

6.2.2 Staff Establishment, Skills Set and Competence Development

Presently, the State Department for Mining operates with 320 staff members, while its approved Establishment allows for 838 positions. In order to effectively fulfill its mandate, the department intends to maximize the utilization of its workforce by filling the vacant positions optimally during the planned period.

The proposed staffing level for the next five years is provided in Table 6.1 below.

Table 6.1: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing levels (B)	In-Post (C)	Variance D= (A-C)
Cabinet Secretary	1	1	1	0
Principal Secretary	1	1	1	0
Secretary Mining	1	1	0	0
Secretary Geological Survey	1	1	0	0
Mining Engineers	167	167	50	-117
Geologists	199	199	63	-134
Laboratory Personnel	72	72	6	-66
Cartographers	11	11	22	+11

Drillers	11	11	13	+2
Explosives	173	173	16	-167
Public Relations and Communication Officers & Marketing	11	7	4	-7
Administration Officers	6	1	5	-1
Finance & Accounting Officers	11	17	17	+6
Human Resource Management and Administration Officers	8	12	6	-2
Records Management Officers & Librarians	8	8	2	-6
Economists	4	4	4	0
Information, Communication Technology Officers &system administrator	6	6	3	-3
Supply Chain Management Officers	7	10	10	+3
Legal Officers	2	2	1	-1
Social Development Officers	15	15	0	-15
Office Administrative Officers	24	24	17	-8
Drivers	43	43	19	-24
Clerical Officers	24	24	32	-8
Support Staff	32	32	24	-8
Advisors	0	4	4	+4
Total	**838**	846	**320**	**-518**

The proposed skills set and competence development for the next five years are provided in Appendix III.

6.2.3 Leadership

The execution of the strategic plan will be spearheaded by the Central Project Planning and Monitoring Unit (CPPMU), with support from various departments. This intentional approach will be realized through the establishment of Strategic Theme Teams. These teams will be organized in alignment with the strategic issues, ensuring clear delineation of responsibilities and accountability in guiding and coordinating the implementation of strategic activities related to Key Result Areas (KRAs). The State Department for Mining has detailed the composition and responsibilities of these Strategic Theme Teams in Appendix V.

6.2.4 Systems and Procedures

To ensure the alignment of internal system processes and standard operating procedures with the strategy, a thorough evaluation will be conducted. This assessment aims to determine the appropriateness of existing processes in supporting the strategy's implementation. In pursuit of this objective, the State Department for Mining will embrace quality standards, implement digitalization measures, and adopt a value chain execution framework.

6.3 Risk Management Framework

Possible risks to which the State Department for Mining may be exposed during the Strategic Plan implementation have been identified, ranked and suggested mitigation strategies provided. Table 6.2 provides a list of the risks to which the Department may be exposed to.

Table 6.2: Risk Management Framework

No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level	Mitigation
1.	Political instability	H	H	H	- Enhanced synergy between the national and county governments in the implementation of flagship/mining projects - Sensitize and create awareness to stakeholders on the benefits of mining to the economic development
2.	Change in government policies	M	H	M	- Sensitize and create awareness among stakeholders on the benefits of mining to the economic development - Sensitization of staff and also stakeholders on the new government policies and regulations
3.	International Relations and Global Geopolitics	H	H	H	Foster positive international relations, diversify economic

No.	Risk				Mitigation
					partnerships, and have contingency plans for external shocks.
4.	Global economic shocks	M	H	M	• Focus on domestic markets, and monitor global economic trends to anticipate and respond to changes.
5.	Cyber-attack of data in regard to exposure, loss of information, hacking, corrupted records,	H	H	H	• Implement the ICT policy • Procurement of online advanced data storage systems • Lobby the ICT department in partnership with private sector to develop tailor made secure software
6.	Privacy Violation through Data mining\sourcing.	H	H	H	• Develop and implement data protection policy • Funding procurement of up-to-date ICT equipment/software • Procurement of database management systems
7.	Skills Gaps – Inability to use various online platforms, Apps and digital platforms.	H	H	H	• Identify the skills gaps, develop a training programme and implement • Advocate for curriculum development to align with market needs • Lobby for additional funding for continuous staff trainings
8.	Lack of implementation of data management laws and regulations	H	H	H	• Develop frameworks for implementation of data management laws and regulations
9.	Incompatibility of Current and technological trends and systems.	L	H	M	• Comply with the requisite data management laws and regulations

					• Continuous sensitization of staff to be abreast with the changing trends and technology
10.	Inadequate resources to effectively carry-out its mandate	M	H	M	• Lobby for increased budgetary allocation • Seek for more funding from external development partners
11.	Lack of administrative and political buy in	H	H	H	• Sensitize and create awareness to political leaders on the benefits accruing from mineral resources value chains for socio-economic development • Lobby/communicate the need for allocation of additional funds. • Improved visibility of the sector to stakeholders through priority/key projects
12.	External Shocks	H	H	H	• Develop innovative resource mobilization strategies
13.	Conflict in mining zones	M	H	M	• Adherence to the Mining Act 2016 • Lobby/communicate the need for allocation of additional funds. • Support implementation of culture change programmes
14.	Mine accidents/incidents	H	H	H	• Periodic trainings of artisanal miners and Regional Mining Officers • Develop a comprehensive mine health and safety regulations • Adequate staffing in regional offices

					• Lobby for adequate funding

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter provides the financial requirements for implementation of the strategic plan, resource gaps, resource mobilization strategies as well as resource management in this Strategic Plan period 2023-2028.

7.1 Financial Requirements

The table below provides the financial requirements for implementation of the strategic plan. In particular, the projected resource requirements for the five years as well as total resource requirements for each of the KRAs are provided.

Table 7.1: Financial requirements for Implementing the Strategic Plan

Strategic Result Area	Projected Resource Requirements (Million KSh.)						Total Resource Requirements (Million KSh.)
	23/24	24/25	25/26	26/27	27/28		
KRA 1: Accelerate mineral development, promotion and value addition	2723	5854	6061	6447	6757		**27824**
KRA 2: Provide leadership in management of mineral resources.	279.0	526.5	611.8	449.0	517.0		**2383.3**
KRA 3: Build organizational capacity	95	136.7	109.5	115.5	122		**578.7**
Administrative cost	900	651.72	678.23	701.15	739.6		**3670.7**
Total (Million KSh.)	**3997**	**7168.92**	**7460.53**	**7712.65**	**8135.6**		**34474.7**

7.2 Resource Gaps

The table below provides the resource gaps in the State Department for Mining by highlighting the variances between resource requirements versus available resources.

The resource gaps inform the resource mobilization strategies.

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KSh. Mn)	Estimated Allocations (KSh. Mn)	Variance (KSh. Mn)
2023	3997	3779	218
2024	7168.92	5668.5	1500.42
2025	7460.53	6235.35	1225.18
2026	7712.65	6858.89	853.76
2027	8135.6	7544.77	590.83
Total	34474.7	30086.51	4388.19

7.3 Resource Mobilization Strategies

Resource mobilization is key in this Strategic Plan period in order to finance the planned activities and ensure financial sustainability. State Department for Mining will mobilize financial resources for its activities as follows:

a) Engaging in partnerships with private entities to finance and oversee public projects or services;

b) Seeking grants and financial support from international organizations, foundations, or bilateral/multilateral agencies to bolster specific projects or initiatives;

c) Enhancing operational efficiency and reducing wastage by streamlining projects and programs;

d) Optimizing the allocation of existing resources through prioritizing high-impact projects or reallocating resources from less critical areas;

e) Establishing collaborative partnerships with other agencies to collectively address common issues or provide shared services;

f) Combining resources and cooperating with other government agencies or departments to distribute costs and leverage expertise; and

g) Exploring innovative financing models such as social impact bonds, green bonds, or results-based financing to attract investment for specific social or environmental initiatives.

7.3 Resource Management

The State Department for Mining commits to exercise prudence in resource management by implementing robust mechanisms for efficient, effective, and economical resource utilization. The incorporation of a value chain execution framework will play a significant role in directing resources toward strategically crucial activities. Through alignment with BETA and the Kenya Vision 2030 Fourth Medium Term Plan (MTP IV) 2023 – 2027, the State Department will adhere to the principles of prioritization and sequencing, ensuring that scarce resources are allocated to impactful value chain activities. This approach aims to achieve desired outcomes in a timely manner, focusing on quick wins, short-term, medium-term, and long-term objectives.

CHAPTER EIGHT: MONITORING, EVALUATION FRAMEWORK

8.0 Overview

This chapter provides the State Department for Mining monitoring framework, performance standards and evaluation framework.

8.1 Monitoring Framework

The State Department for Mining monitoring framework will be informed by guidelines provided by the National Treasury and Planning. In determining the Strategic objectives and targets, the State Department took cognizance of relevant development agenda.

Key performance indicators that will inform management decision making have been identified and the frequency of reporting on these indicators determined. This will form the foundation of the Monitoring and Evaluation Reporting and Learning system.

Monitoring the implementation of the Strategic Plan will be based on the State Department annual work-plan and individual work plans. Progress for each activity will be measured against specific targets in the Plan and reporting done on a quarterly and annual basis. Results from the analysis will then be used to inform decision-making, identify challenges and take immediate corrective action.

8.2 Performance Standards

The PS will ensure that a performance management system is implemented, actual performance is measured against negotiated targets at all levels and feedback provided to key actors in the implementation.

8.3 Evaluation framework

Evaluation of the strategic plan will be informed by the outcome performance matrix that defines outcome indicators, baselines and targets as summarized in Table 8.1. KRAs and Outcomes will be drawn from the Action Plan Implementation matrix in Appendix I.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Accelerate mineral development, promotion and value addition	Increased contribution of minerals revenue to GDP	Amount of revenue collected	15 B	23/24	42.5B	125B
KRA 2: Provide leadership in management of mineral resources	Ease of Geo-data access, storage, retrieval and sharing Order and rule of law in the mining sector	% of updated and accessible databases No. of mineral rights issued.	0% 50	23/24 23/24	70% 600	100% 450
KRA 3: Build organizational capacity	Organizational efficiency and effectiveness	Level of implementation of planned activities	30%	23/24	60%	90%

8.3.1 Mid-Term Evaluation

After two and a half years, a mid-term review will be undertaken giving a status report on the implementation of the plan and circulated to the stakeholders.

8.3.2 End-Term Evaluation

End Term Review will be undertaken at the end of June 2027 to determine: (a) the extent to which the activities undertaken achieved the objectives; (b)sustainability of the achievements made; (c) challenges faced; (d) lessons learnt; (e) mitigation measures; and (f) ToRs for the subsequent Plan.

8.4 Reporting Framework and Feedback Mechanism

The Strategic Plan will be cascaded to all staff to enable members understand and plan for their respective roles. Functional and individual work plans with clear performance indicators, resources requirements and responsibility for their achievement will be developed in line with activities in the Plan.

The PS will oversee the coordination of meetings to assess progress and resolve issues that may arise during implementation. Monthly review meetings at the functional levels will be convened to ensure implementation is on track. Additionally, Quarterly

review meetings at the functional levels and board level shall be convened to receive reports on implementation of the Plan. An annual Strategy Implementation Review meeting will be convened to evaluate the progress achieved.

To facilitate performance reporting, data and information collection templates and procedures will be developed for use by various functional areas. Progress reports on the Plan's implementation status will be regularly provided on a quarterly and annual basis by the CPPMU. The unit is mandated to submit quarterly reports to both management and the Board, and annual reports to management, the Board, and relevant stakeholders.

This reporting framework is summarized in the matrix below:

S/No.	Type of Report	Reported By	Reported To	Frequency
1.	Quarterly Reports on KRAs			Quarterly
2.	Quarterly reports on implementation of Strategic Plan			Quarterly
3.	Annual Report on KRAs			Annually
4.	Annual Report on implementation of strategic plan			Annually
5.	Mid-Term Review Report			Once (after 2 and half years of implementation)
6.	End-Term Review Report			Once (end of strategic plan period)

S/No.	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Annual Targets FY					Budget (KShs. Million) FY					Responsibility	
						23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
KRA 1: Accelerate mineral development, promotion and value addition																	
SO1.1: Strengthen mineral value addition																	
1.1	Promote mineral value addition and competitiveness	Review the mining and mineral policy to include value addition.	Mineral and mining policy	No of policy documents	1	-	1	-	-	-		30				Planning	All
		Develop value addition centres	Value additional centers	No of value addition centres	4		1	1	1	1		1000	1000	1000	1000	Mine NMC	All
		Implement public private partnerships in mineral value addition	public private partnership	No of public private partnership	6		2	1	1	2		100	50	50	100	Legal	All
		Build the capacity of NMC to carry out mineral value addition	resources mobilized	Amount of resource mobilized	100	21	46	71	94	100	336	1500	1500	1500	1500	NMC	All
1.2	Promote strategy on mineral marketing	Develop a master plan to make Nairobi a mineral trading Hub	Mineral trading system	Percentage completion of the mineral HUB	100%	-	20	40	60	100	-	100	100	100	200	Mines	All

No	Objective	Activity	Output	Indicator	Target											Resp	Area
		Develop a mineral marketing policy	mineral marketing policy	No mineral marketing policy	1	-	1	-	-	-	-	30	-	-	-	Mines	All
		Organize international mining investments forums, conferences	international mining investments forums, conferences	No international mining investments forums, conferences organized	5	1	1	1	1	1	140	150	175	175	180	Mines	All
1.3	Enhance mineral exploration surveys activities	Completion on unmapped geological areas	Mapped geological areas	Percentage of area mapped	100	0	20	40	75	100	0	100	100	150	160	DGS	All
		Completion of the land and ocean airborne survey	Airborne geophysical data	Percentage coverage /completion	100	92	96	96	100	-	-	500	520	550	-	DGS	All
		Geological mapping and update of geological maps and reports	map and report	Percentage completion of updates	45	0	5	15	25	45	1530	1640	1700	1800	2500	DGS	All
		Carry out ground trothing and mineral evaluation on prioritized anomalies	map and report	No of targets maps and reports	100	4	16	20	30	30	30	60	100	150	150	DGS	All

Code	Objective	Activity	Output	Indicator	Target	Y1	Y2	Y3	Y4	Y5	C1	C2	C3	C4	C5	Responsible	Location
		Develop concessions on evaluated deposits	Mineral Concessions	No of concessions developed	4		1	1	2	3	0	100	100	200	300	Mines DGS	All
		Establish a national core library centre	core library centre	Percentage completion of core library centre	100	0	20	50	80	100	-	10	100	100	50	DGS	All
1.4	Enhance mineral exploration surveys activities Improve seismological and geo-hazard monitoring systems	Develop a policy on geo- hazard mitigation and management	geo- hazard mitigation and management policy	No of geo-hazard mitigation and management Policy	1	0	1	-	-	-	50	30	30	40	50	DGS	All
		Establish seismic monitoring centres in the country.	seismic monitoring center	No of seismic monitoring centers.	5	-	1	1	1	2	-	30	30	30	60	DGS	All
		Develop geo-hazards maps	geo-hazards map	No. geo-hazards maps	6	1	1	2	1	1	10	10	20	15	15	DGS	All
1.5	Enhance completion and international accreditation of mineral testing laboratory	Implement ISO certification program	ISO certified laboratory	Percentage on completion	100	5	15	50	75	100	377	186	236	250	0	DGS	All
		Undertake public – private partnership in development	public – private partnership	No. of public – private partnership	1	1	-	-	-	-	100	120	130	155	300	Legal	All

		and management of the laboratory														
1.6	Promote artisanal and small-scale mining	Update and implement artisanal mining strategy	artisanal mining strategy	Percentage implementation of the strategy	100	20	40	60	80	100	100	100	100	100	100	Mines	All
		Designate areas reserved for artisanal mining activities	Designate area for ASM	No. of designated areas	20	0	4	6	6	4	16	10	10	10	10	Mines	All
		Gazette and operationalize the artisanal mining committees	Artisanal Mining Committees	No. of Artisanal Mining Committees Operationalized	20	0	4	6	6	4	14	8	20	32	42	Mines	All
		Sensitizing artisanal miners on appropriate technologies and mine health and safety	Artisanal miners sensitized	No. of artisanal miners sensitized on appropriate technologies and mine health and safety	5000	500	1500	1000	1000	1000	20	40	40	40	40	Mines DGS	All

KRA 2: Provide leadership in management of mineral resources

SO2.1: Geo information Management

| 2.1 | Enhance equipping of the Geo-Data Centre | Geo-data Infrastructural development and research; | Fully functioning Geo-Data Centre | % Completion | 100 | 30 | 50 | 70 | 90 | 100 | 30 | 82.5 | 91 | 0 | 0 | DGS | Finance Dept |

#	Objective	Activity	Output	Indicator														
		Establish and equip Regional laboratories	Fully equipped and functional Regional Laboratories	No. of Regional Laboratories	18	2	8	5	2	1	68	160	100	40	20	DGS	Finance Dept
2.2	Enhance access of geoscientific data for investments	Operationalize the Geo-Data Bank	Functional Geo-data System	% Completion	100	20	40	60	80	100	0	10	10	10	0	DGS	All Dept
		Skill and Competence development in application of Specialized Geoscientific Software in Geological Modelling and Mineral Resource Evaluation	Skilled Personnel	No. of Officers Trained on Geoscientific Software	100	0	20	30	25	25	30	40	50	62	70	DGS	HRM&D
SO2.2: Mineral resource management																	
2.1	Enhance efficiency in the administration of mineral rights and dealings;	Domicile and upgrade the online transactional mining cadastre system	Fully upgraded online transactional mining cadastre system	% completion	100	20	40	60	70	100	70	85	97.8	-	-	DoM	Finance Dept
2.2	Enhancing the mining inspectorate function	Operationalize the Mining Police Unit	Fully operational mining police unit	No. of mining police officers recruited and deployed	100	10	20	30	20	20	56	80	94	110	158	DoM	HRM&D and Admin
		Develop the Capacity of Mining Inspectors	Skilled Mining Inspectors	No. of Mining Inspectors Trained	70	20	20	10	10	10	15	24	37	40	45	DoM	HRM&D

2.3	Promote mine environmental management, health and safety requirements;	Establish, operationalize and deploy a mines rapid response unit	An operationalized mining rapid response unit	No. of mining rapid response unit operationalized	19	3	5	5	3	3	10	15	20	22	24	DoM	HRM&D and Admin
		Rehabilitate disused and abandoned mines and quarries	Rehabilitated abandoned mines and quarries	No. of abandoned mines and quarries rehabilitated	10	1	2	3	3	1	0	20	100	150	180	DoM	Admin
		Manage decommissioned mines	Safely decommissioned mines	No. of decommissioned mines managed	7	1	2	2	1	1	0	10	12	15	20	DoM	Admin
KRA 3: Build institutional capacity																	
SO3.1**: To strengthen institutional governance, and administrative capacity**																	
3.1	Improve the institutional policy, and legal framework	Develop and review the policy and legal framework	Developed and reviewed legal documents	Number of legal documents reviewed	15 legal documents	7	4	2	1	1	5	4	3	2	1	PS-SDM	Legal
		Spearhead stakeholder engagements in the review and development of the policy and legal framework	Effective Stakeholder engagements	Number of Stakeholder engagements held	105 stakeholder engagements	49	28	14	7	7	10	15	10	10	12	PS-SDM	Legal
		Develop a litigation and arbitration database	Database developed	Updated database	1	1	1	1	1	1	1	1	1	1	1	PS-SDM	Legal

Code	Program area	Activity	Output	Indicator												Responsibility	Unit
		Prepare and review legal agreements and frameworks to ensure compliance with the requisite laws	Legal agreements reviewed	Number of legal documents reviewed	35	8	10	6	6	5	5	20	5	5	4	PS-SDM	Legal
3.2	Human Resource Management and capacity building	Review and operationalize the human resources instruments	Reviewed Human Resource instruments	Number of HR instruments reviewed	7	1	2	2	1	1	3	6	6	3	3	PS-SDM	DHRM
		Coordinate staff training and capacity building	Staff trained. Capacity building forums	Number of staff trained. Number of capacity building sessions held,	560	60	100	100	100	100	17	20	20	20	20	PS-SDM	DHRM
		Review terms and conditions of service	Terms and Conditions of service reviewed	Report on the reviewed document submitted	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	PS-SDM	DHRM
		Develop annual human resource plan	Annual Human Resource Plan developed	Annual Human Resource plan submitted	5	1	1	1	1	1	2.5	3	3.5	4	4.5	PS-SDMD	HRM
		Undertake institutional skills gap analysis	2-year skills gap analysis report	Updated report	4		2	0	2	0	0	5	0	5	0	PS-SDM	HRM
		Organize sensitization forums on Staff Performance Appraisal System	All staff praised under staff performance appraisal system	Number of staff praised under staff performance system	320	320	320	330	330	330	1	1.5	1.5	2	2.5	PS-SDM	HRM

		Develop Training Needs Assessment data collection tool	Training needs gap required	Updated report on training needs gap	320	320	320	330	330	330	2.5	3	3.5	4	4.5	PS-SDM	HRM
		Develop and implement staff induction and orientation programs	Staff will a vast knowledge on the SDM	Induction reports/certificates	5	5	5	5	5	5	2.5	3	3.5	4	4.5	PS-SDM	HRM
3.3	Administration of State Department's payroll	Prepare, produce, and process monthly payroll	Salary payments	12 months payment vouchers	60	12	12	12	12	12	0	0	0	0	0	PS-SDM	HRM
		Quarterly cleanse the payroll	Updated staff data	20 reports submitted	20	4	4	4	4	4	1.5	2.5	3	3.5	4	PS-SDM	HRM
3.4	Attract, recruit, and retain human capital	Develop and implement a succession plan	Succession plan developed	Report on reviewed Succession plan	5	1	1	1	1	1	3	3.5	4	4.5	5	PS-SDM	HRM
		Undertake employee satisfaction survey	Employee Satisfaction report	Vibrant and motivated staff	5	1	1	1	1	1	0.5	1	1.5	2	2.5	PS-SDM	HRM
3.5	Leveraging emerging technology	Develop and implement an Enterprise Resource Planning (ERP) system	Integration of departmental functions	Maximum accounting efficiency	1	1	1	1	1	1	5	3	3	2.5	2.5	PS-SDM	ICT

		Activity	Output	Indicator												Responsible	Dept
		Undertake an ICT systems audit	Updated ICT equipment database	Updated audit report	5	1	1	1	1	1	1	1.5	1.5	2	2.5	PS-SDM	ICT
		Develop and implement a business continuity and disaster recovery plan	Updated business continuity and disaster recovery plan	Disaster management policy	1	0	1	0	0	1	0	2	0	0	3	PS-SDM	ADMIN
		Review and upgrade SDM website	Increased online presence and information exchange	Interactive website	1	0	1	1	1	1	2	2.5	3	3	3	PS-SDM	ICT
		Procure ICT hardware and software	Efficient work delivery	Enough ICT equipment	500	100	100	100	100	100	3	3.5	3.5	4	4.5	PS-SDM	ICT
		Conduct business process re-engineering	Improved customer service delivery processes	Reduced cost of unproductive activities	5	1	1	1	1	1	1.5	2	2.5	3	3	PS-SDM	ICT
		Design, develop and deploy automated systems	Improved efficiency, accuracy of business services	Efficient service delivery	10	2	2	2	2	2	2	2.5	3	3.5	4	PS-SDM	ICT
		Design and develop Quality Management Systems (QMS)	Quality management plan	Satisfactory consumer service delivery	5	1	1	1	1	1	1.5	2	2.5	3	3.5	PS-SDM	ICT
3.6	Enhance digitalization process	Establish and operationalize a digitalization committee	Digitalization strategy	Appointment letters	5	1	1	1	1	1	0					PS-SDM	ICT

No.	Objective	Activity	Output	Indicator	Target	Y1	Y2	Y3	Y4	Y5	B1	B2	B3	B4	B5	Responsibility	Lead
		Conduct a baseline survey to determine the institution's level of digitalization	Digitalization Priority Report	Digitalization baseline survey report	5	1	1	1	1	1	2	2.5	3	3	3.5	PS-SDM	ICT
3.7	Enhance corporate image	Conduct customer satisfaction surveys	Spur interest in the sector	Positive growth rate in the sector.	5	1	1	1	1	1	1.5	2.5	3	3.5	4	PS-SDM	Public communications
		Review corporate communication strategy	Updated communication strategy in place	Report on the review of the corporate communication strategy	2	0	1	0	0	1	0	2.5	0	0	2.5	PS-SDM	Public communications
		Review and implement the corporate social responsibility activities.	Updated List of CSR activities	Number of successful CSRs held	5	1	1	1	1	1	3	3	3	3	3	PS-SDM	Public Communications & ADMIN
		Develop branded materials	Branding strategy developed and implemented	Level of implementation in terms of the percentage.	100%	5%	25%	20%	20%	30%	1	3	2.5	2.5	3.5	PS-SDM	Public communications
3.8	Enhance customer service	Develop and review the citizen service delivery charter for the State Department for Mining	CSDC developed	CSDC disseminated to all staff and displayed publicly	100%	30%	40%	10%	10%	10%	1	1.2	0.5	1	1	PS-SDM	Public Communication
		Sensitize all staff of SDM on the Citizens' service delivery charter	Staff sensitized on service charter	Number of staff sensitized	100%	5%	30%	30%	20%	15%	0.5	1	1	1	1	PS-SDM	Public Communication

	Improve on work environment	Acquire, design and maintain adequate office space	Office space acquired	Space acquired	100%	20%	20%	20%	20%	20%	5	5.5	6	6.5	7	PS-SDM	ADM
		Mainstream cross-cutting issues	Operationalized mainstreaming committees	No. of committee formed and operationalized	100%	1000%	100%	100%	100%	100%	20	20	20	20	20	PS-SDM	ADM
	Administrative cost for the five years										900	651.72	678.23	701.15	739.6		

Appendix II: First year Costed Workplan

Programme Name: Geological Surveys and Geo-information Management
Programme Outcome: Enhanced information on geological resources (rocks and minerals) and investment opportunities in mining and quarrying activitiess
Sub-Programme Name: Geological Surveys
Delivery Unit (Directorate, Department, Unit): Directorate of Geological Surveys and Geo-Information Management

S/NO	Projected Output	Activities	Approved Budget (M)		Target in FY 2023/2024	Measures Of Verification	Timelines											
			GOK	Donor			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1.	Seismological stations	Geological mapping and site selection for two Seismological stations.	20,509,756		Identification of Two Seismological stations sites	Site identification Report	√	√	√	√	√	√						
		Procurement of equipment for the two seismological stations.	66,190,244		Seismograph, field equipment	LPOs, Invoices, delivery notes and inspection reports	√	√	√	√	√	√	√	√	√	√	√	√
		Installation and commissioning of seismic Stations.	2,000,000		Two Seismological stations	Seismological stations Installation Report							√	√	√	√	√	√
2.	ISO 17025 Mineral Certification Laboratory	Procurement of Mineral Certification Labolatory Equipment	57,965,517		Assorted laboratory equipment	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
		Procurement of Specialized Materials the Laboratory	15,000,000		Assorted laboratory materials	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
		Operating Expenses	6,034,483		Seamless operations	% Absorption of funds	√	√	√	√	√	√	√	√	√	√	√	√
3.	Geological, geotechnical report and map of transport corridor and Special Economic Zones (SEZ).	Geological and geotechnical mapping of Dongo Kundu transport corridor.	5,000,000		Dungu Kundu transpoort corridor geotechnically mapped	Geotechnical Report	√	√	√	√	√	√	√	√	√	√	√	√
		Geological and geotechnical mapping of 200 acres Special Economic Zones.	5,000,000		SEZ area mapped	Geotechnical Report	√	√	√	√	√	√	√	√	√	√	√	√

No.		Activity	Budget		Output	Means of Verification												
		Purchase of Specialized Materials and Supplies	25,000,000		Purchase of Specialized Materials and equipment	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
4.	Kenya Geological database	Digitization of geological reports.	2,000,000		10 geological reports digitized	Digitized Geological Reports	√	√	√	√	√	√	√	√	√	√	√	√
		Vectorization of geological maps.	5,000,000		16 geological maps vectorized	Geological vectorized maps	√	√	√	√	√	√	√	√	√	√	√	√
		Updating of Mineral map of Kenya	1,000,000		Fifteen (15) new mineralization areas updated	Updated Mineral Map of Kenya	√	√	√	√	√	√	√	√	√	√	√	√
5.	Geo-scientific software Procured and Installed	Procurement and installation of Geo-scientific softwares.	9,000,000		Geo-scientific softwares	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
		Procurement of equipment and supplies	5,500,000		Equipped Geodata Centre	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
6.	Drill-core repository	Procurement of drill core shed.	4,500,000		Drill core shed	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
7.	Operationalization of Voi Gemstone Centre	Equipping of the Voi Gem Centre	2,000,000		Fully equipped Voi Gem Center	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√

Programme Name: Mineral Resource Management

Programme Outcome: Effective Mineral Resources Management,

Sub-Programme Name: Mineral Exploration

Delivery Unit (Directorate, Department, Unit): Directorate of Mines

No.		Activity	Budget		Output	Means of Verification												
8.	Upgraded Online Transactional Mining Cadastre Portal	Procurement of a consultancy service to upgrade the Mining Cadastre Portal	12,000,000		The Mineral Rights Cadastre Portal	Cadaster upgrading report, LSO's and Signed Contract Documents	√	√	√	√	√	√	√	√	√	√	√	√
		Servicing and maintenance of the Online Transactional Mining Cadastre Portal	5,000,000		Cadastre service and maintenance contract	Signed service contract and Maintenance report	√	√	√	√	√	√	√	√	√	√	√	√

No.	Output	Activity	Budget		Target	Means of Verification											
		Mapping preparedness of Regional Mining Offices for roll out of the system	3,000,000		19 Regional Mining Offices	Mapping Reports	√	√	√	√	√	√	√	√	√	√	√	√
		Purchase of ICT networking and Communication Equipment	13,000,000		Assorted Networking and communication equipment	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
9.	Installed and functional Mineral Royalty Management System	Acquisition of mineral value verification tools, equipment and Mineral Royalty Management System	61,000,000		Mineral value verification tools, equipment and Mineral royalties Management System	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
		Deployment of the Royalty Management System to all Regional Mining Offices	10,000,000		19 Regional Mining Offices	Deployment Report	√	√	√	√	√	√	√	√	√	√	√	√
10.	Compliance to provisions of the Acts	Conduct Inspection of Mineral Rights, Mineral Dealings and Use of Commercial Explosives (Domestic travel and feasibility/research votes) for compliance with the Mining Act 2016 and the Explosives Act CAP 115.	18,977,255		6 Compliance inspections	Compliance Inspections report	√	√	√	√	√	√	√	√	√	√	√	√
		Purchase of the relevant Safety Gear for inspections.	5,200,000		Assorted safety gear equipment	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	√	√	√	√	√	√	√	√	√	√	√	√
11.	Rehabilitated Madini House	Procurement of Contractor Services for rehabilitation of Madini House	35,000,000		To rehabilitate Madini House	Completion certificates	√	√	√	√	√	√	√	√	√	√	√	√
12.	Mineral Rights Board meetings	Facilitation of monthly Board and Committees Meetings	3,160,537		12 Board Meetings, 12 Technical Committee meetings, 4 Audit Committee meetings	Signed Minutes of the Board/Technical Committee/Audit Meetings	√	√	√	√	√	√	√	√	√	√	√	√

#	Activity	Description	Cost		Output/Target	Output Indicator / Evidence												
13	Artisanal Mining Committees Meetings	Facilitation of Artisanal Mining Committees (AMCs) meetings in 9 Counties (Hospitality-committees, boards vote)	-		Induction training and meetings of AMCs	Induction training reports, and minutes of meetings							√	√	√	√	√	√
14.	Stakeholder Engagements	Public participation for fees, royalty rates, revenue framework (draft regulations), Artisanal and Small-Scale Meetings (ASM) strategy, amendment to the Act, etc	4,805,000		A Stakeholder Engagement Workshop	Workshop report	√	√	√	√	√	√	√	√	√	√	√	√
15.	Vihiga Granite Processing Centre design	Design civil works, other structures and plants at Vihiga Granite Processing land;	14,800,000		Civil works design for the Granite Processing Land in Vihiga County	Tender Documents		√	√	√	√	√	√	√	√	√	√	√

Programme Name: General Administration and Support Services

Programme Outcome: Improved Service Delivery

Sub-Programme Name: General Administration and Support Services

Delivery Unit (Directorate, Department, Unit): Corporate Affairs

Specific Department: Administration Services

#	Activity	Description	Cost		Output/Target	Output Indicator / Evidence												
16.	Disability Mainstreaming	Appoint a Disability Mainstreaming Champion to act as liaison officer with NCPWD.	-		One (1) Disability champion	Appointment letter	√	√	√									
		Constitute a Disability Mainstreaming Committee to spearhead disability mainstreaming Agenda within the MDA.	-		One (1) Disability Mainstreaming Committee	Appointment Letters.	√	√	√									
		Liaise with NCPWD to train members of the Disability Mainstreaming Committee and sensitize staff on disability mainstreaming.	1,000,000		2 Workshops	Training/sensitization report.				√	√	√	√	√	√			
		Review Disability Mainstreaming Policy to provide a blueprint on disability mainstreaming.	1,000,000		1	NCPWD policy	√	√	√	√	√	√	√	√	√	√	√	√
		Develop a work plan using the prescribed format that is provided by NCPWD.	-		1 Annual Work Plan	1 Annual Work Plan	√	√										
		Register in the NCPWD career Portal for posting advertisements for employment/opportunities for	-		Registration in NCPWD career portal	Registration in NCPWD career portal	√	√	√									

No.	Theme	Activity	Cost		Output/Target	Indicator	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
		access by job seekers with disabilities by emailing the request to ncpwd@fuzu.com.																
17.	Gender Mainstreaming	Conduct Accessibility and usability audit once every three years	-		Disability mainstreaming strategy implementation	Audit report	√	√	√	√	√	√	√	√	√	√	√	√
		Development and implementation of work place gender policy.	1,750,000		1	Gender policy				√	√	√						
		Development and implementation of workplace Gender Based Violence Policy,			GBV policy Document developed	Gender Based Violence policy	√	√	√	√	√	√						
		Implement relevant laws on prevention and response to Gender Based Violence.	-		Implementation of GBV relevant laws	GBV laws implemented .	√	√	√	√	√	√	√	√	√	√	√	√
		Submit quarterly reports using the prescribed format to the State Department for Gender with a copy to the National Gender and Equality Commission. (10%)	-		Quarterly reporting	Quarterly report				√			√			√		
18.	Alcohol and Drug Abuse	Undertake a baseline survey on alcohol and drug abuse	-		Baseline Survey	Baseline survey Report	√	√	√									
		Development and implementation of workplace ADA prevention and management policy	750,000		ADA policy developed and implemented	ADA policy	√	√	√	√	√	√	√	√	√	√	√	√
		Establish and operationalize support mechanisms for staff with substance use disorders.	-		Support mechanisms put in place	Memos,sensitization reports.	√	√	√	√	√	√	√	√	√	√	√	√
		Submit quarterly performance reports and supporting evidence to NACADA within the stipulated timelines using the prescribed format through the online reporting system accessible via NACADA website www.nacada.go.ke/public-educationadvocacy.	-		Quarterly reporting	Quarterly report				√			√			√		
19.	Prevention of HIV and Non-communicable diseases	Allocate resources for implementation of HIV,NCD and mental interventions	-		Allocation of resources for AIDS and NCDs Control	Budget Estimates for the Aids Control Unit	√	√	√									

#	Category	Activity	Amount		Target	Output	√	√	√	√	√	√	√	√	√	√	√	√
		Promote attainment of Universal Health Care at the workplace through offering services for HIV prevention and wellness promotion for NCDs and mental health for at least 50% of staff and family members by undertaking the following: Facilitating staff to access the prescribed health screening package for HIV,NCDs and mental health,Implementing the prescribed sensitization packages for NCDs,Implementing the prescribed sensitization package on HIV prevention and,Promoting mental wellness and preventing mental health illness.	1,176,009		4 UHC promotions	Reports on UHC interventions	√	√	√	√	√	√	√	√	√	√	√	√
		implementation of one (1) intervention from the sector HIV plans based on core mandates and competencies available on the NACC,s website.	-				√	√	√	√	√	√	√	√	√	√	√	√
		Report on quarterly basis the progress of the implementation of the HIV and NCDS interventions	-							√			√			√		
20.	National Values and Principles of Governance	"Implement at least five (5) commitments and submit in the prescribed format, an Annual Progress Report on the implementation of the commitments and way forward captured in the 2021 Annual President's Report on National Values and Principles of Governance. The following are the eight (8) commitments and way forward in the 2021 President's Annual Report on National measures taken and progress achieved: - Fast track implementation of programmes, projects and activities for the realization of the "Big Four" Agenda. - Implement the Ministry of Health COVID-19 guidelines and protocols	-		Promotion of National values and principles of governance	Annual Progress Report on National values and principles of governance	√	√	√	√	√	√	√					

#		Activity	Cost			Output												
		including other sector-driven protocols to facilitate continuity in the execution of Government policies, programmes, projects, activities and public services. - Leverage on and enhance use of Information and Communications Technology (ICT) and other innovations in service delivery. - Continue to enhance the fight against corruption, dispensation of Justice and observance of the rule of law. - Enhance the capacity of public institutions and the public to adhere to the provisions of Article 10 of the Constitutions through Civic Education, training and sensitization on National Values and Principles of Governance. - Continue enhancing the collaboration between the two levels of Government to entrench sharing and devolution of power. - Continue to implement measures to protect the environment, mitigate climate change and improve the national forest cover. - Implement measures to promote inclusivity and representation of Kenya's diverse communities in the public service."																	
		Submit in the prescribed format the Annual Reports on measures taken and progress achieved in the realization of National Values and Principles of Governance.			reporting	Annual report						√						
21.	Road Safety Mainstreaming	Develop a workplace Road Safety Policy anchored on the NTSA policy guidelines.	2,000,00 0		Develop Road safety Policy.	Road safety policy	√	√	√	√	√	√	√	√	√	√	√	√
		Develop an annual Road Safety Implementation Plan	-		Road safety implementati on framework	Road Safety Implementation Plan	√	√	√	√	√	√						

#	Category	Activity	Budget		Output/Target	Indicator												
		Undertake Annual Motor vehicle inspections of the vehicle	150,000		Annual Vehicle inspections	Inspection report	√	√	√	√	√	√						
		Training of drivers on defensive driving;	75,000		Training of 5 drivers	Training report	√	√	√	√	√	√	√	√	√	√	√	√
		Submit quarterly reports to NTSA in the prescribed format within 15 days after the end of a quarter.	-		Quarterly reporting	Quarterly report							√			√		√
22.	Corruption Prevention	Carry out a Bribery and Corruption Risk Assessment in all Directorates /Departments /Sections and Units and develop a plan to mitigate the risks.	-		one (1) Corruption Risk assessment and Mitigation Plan	CRA report and Corruption Mitigation Plan	√	√	√	√	√	√	√	√	√	√	√	√
		Implementing measures/strategies outlined in the Risk Mitigation Plan.	-		Corruption prevention	Implementation matrix Status	√	√	√	√	√	√	√	√	√	√	√	√
		Monitor, evaluate and review effectiveness of measures put in place	-		Monitoring of mitigation measures put in place	Monitoring and evaluation Report	√	√	√	√	√	√	√	√	√	√	√	√
		Submitting quarterly performance reports to EACC using the prescribed reporting format	-		Quarterly reporting	Quarterly reports							√			√		√
Department: Public Communications																		
23.	Citizen's Service Delivery Charter (CSDC)	Review of the Citizens' Service Delivery Charter (CSDC)	-		Citizen's Service Delivery Charter	No. of copies of Citizens Service Delivery Charter printed	√	√	√									
		Sensitization of regional Mining officers on the CSDC	300,000		Sensitize Regional Officers on the CSDC	Sensitization Report on the CSDC							√	√	√			
		Translating the Charter in Kiswahili, Braille and Sign Language	-		Translated copy of the Charter	No. of translations	√	√	√									
24.	Complaints Handling	Procurement and placement of branded Complaints Reporting/Resolution boxes at all State Department's outlets	1,000,000		20 Complaints boxes	no. of complaints boxes procured							√	√	√			
		Awareness creation on the complaints handling framework	300,000		No. of officers senzitized to competently	Sensitization Report							√	√	√			

No.	Activity category	Description	Amount		Output indicator	Means of verification												
					handle complaints either online or through the complaint resolution boxes placed.													
25.	Communication Strategy	Development of a Ministerial Communication strategy for the extractives Sector	300,000		Developed ToRs, advert placed to source for consultancy firm to develop the strategy and development of the strategy	ToRs, LSOs and Printed copies of the communication Strategy				√	√	√	√	√	√	√	√	√
26.	Corporate branding	Branding of the State Department's Headquarters and Regional Mining offices	500,000		Well designed and branded signage and banners	Strategically displayed signage and banners and LSOs for the contracted service provider.	√	√	√	√	√	√						
		Development and production of Ministerial branding manual	400,000		Ministerial Branding Manual	Ministerial Branding Manual	√	√	√	√	√	√						
27.	Media Engagement	Media workshops and breakfast to sensitize journalists on reporting of extractive activities.	1,500,000		Media engagement workshops	Media Engagement Report	√	√	√	√	√	√	√	√	√	√	√	√
28.	Customer Satisfaction Survey	Undertake customer satisfaction survey to establish if external communication with sector stakeholders is Maintained.	300,000		Customer Satisfaction Survey	Survey Report							√	√	√	√	√	√
Department: Information Communication on Technology																		
29.	ICT Security	Renewal and installation of antivirus Licenses	277,962		400	LPOs, Invoices and delivery notes, Inspection and Acceptance Reports and Report on the Antivirus licenses installed				√	√	√	√	√	√			

No.	Area	Description	Cost		Target	Indicator												
	Maintenance of ICT equipment	Internal routine maintenance of ICT equipment and other accessories (repairs and upgrade)	196,089		600	Work Tickets	√	√	√	√	√	√	√	√	√	√	√	√
		Enter external Service Level Agreement for routine maintenance of ICT equipment (Servers, Switches, Photocopiers, scanners and printers)	-		150	Service Level Agreement				√	√	√				√	√	√
31.	Internet access in regional offices	Installation of internet infrastructure for internet connectivity in the regional offices.	217,158		8	Report on Internet installation				√	√	√	√	√	√	√	√	√
32.	Data Ports Connectivity and configuration	Ensuring internet connectivity in the new partitioned offices at KASNEB	-		Internet Connectivity at KASNEB House	Work tickets				√	√	√						
33.	ICT efficiency	Providing technical support for official email creation and system support (EDMS, IPPD, IFMIS, GPRS)	550,000		1	Number of members of staff supported and emails created.	√	√	√	√	√	√	√	√	√	√	√	√
		Staff sensitization on use of the official email	-		498	Generated report on the number of staff using the official mail	√	√	√	√	√	√	√	√	√	√	√	√
34.	ICT support	Provision of technical support in provision of specifications for procurement of ICT supplies and inspection of the supplies to ensure they meet the specifications provided, in compliance with officially mandated technical standards provided by ICT Authority.	130,295			Inspection and Acceptance Reports for ICT supplies	√	√	√	√	√	√	√	√	√	√	√	√
35.	Business Processes Re-engineered	Re-engineer at least two(2) service delivery process workshop	-		2	WorkshopReport and Attendance register	√	√	√	√	√	√	√	√	√	√		
		Implement and monitor the re-engineered processes	-			Report	√	√	√	√	√	√	√	√	√	√		
		Submit Business Process reengineering (BPR) to Public Service Transformation Department (PSTD) using the prescribed format in Annex VIII	-		1	Report				√	√	√						
Department: Records Management Unit																		
36.		Appointment of a records management committee	-		1	Appointment Letters			√									

No.	Output	Activity	Budget		Target	Verifiable Indicator	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
	Streamlined Records Management	Hold three (3) meetings on streamlining of records management in the State Department	100,000		3 meetings	Signed Minutes			√				√				√	
37.	Records Survey	Carry out Records Survey, analysis and implementation of the finding across the State Department	-		1	Records Survey Report			√	√				√	√	√	√	
38.	Revised file classification and indexing	Organize a workshop to review and merge file classification scheme	400,000		1	Revised file classification and indexing report			√									
39.	Review State Department's Record Management Manual	Sending Letters to KNADS	-			Letters	√	√										
		Appoint a Records Management Manual Review Committee	-		Operational Records Management Manual Review Committee	Signed Appointment Letters		√		√	√	√						
		Organize a workshop to review the Records Manual.	1,800,000			Workshop Report				√				√	√	√		
40.	Security of records	Purchase of modern lockable mobile cabinets.	221,584		Procurement of two (2) modern lockable Mobile Cabinets	LPOs, Invoices and delivery notes, Inspection and Acceptance Reports			√	√				√	√	√		
Department: Human Resource Management Unit																		
41.	Administration of the payroll	Preparation, production and processing of Monthly payroll by the 20th of every month	329,000,000		12 Payrolls	Wage Bill, Number of Payrolls produced, payment vouchers	√	√	√	√	√	√	√	√	√	√	√	√
42.	Implementation of Approved Individual/Group Trainings and Capacity Building Programmes for officers	Undertake training of staff to support appraisal and development function, capacity build on extractive legislation, Environmental Impact Assessment training and facilitate capacity development programmes for artisanal miners on alternative methods of Mineral extraction Facilitate officers attending individual local, overseas and group training programmes	-		Train staff, Execute 28 Capacity Building Programs for Technical and Support Cadres , 7 Programmes to be implemented on Quarterly basis.	Quarterly updated training reports Individual Training Reports	√	√	√	√	√	√	√	√	√	√	√	√

#	Item	Activity	Budget		Target	Indicator												
		Monitoring & Evaluation (M&E) of training activities	-		4 Quarterly Reports	Training Evaluation Reports			√			√			√			√
43.	Training Impact Assessment Report	Undertake Training Impact Assessment data analysis and preparation of a report.	-		Training Impact Assessment data analysis	Training Impact assessment Report	√	√	√	√	√	√	√	√	√	√	√	√
44.	Human Resource Plan	Development of a Human Resource Plan	-		Quarterly Reports on Staff Establishment	Approved Staff Establishment	√	√	√	√								
Department: Finance																		
45.	PPR Report	Preparation of Programme Performance Review Reports (PPR) in liaison with the Planning Unit	1,000,000		1	PPR Report	√	√	√	√	√	√						
46.	2023/24-2025/26 sub sector and sector report	Preparation of Medium Term Expenditure Framework (MTEF) in Liaison with the Planning Unit.	3,000,000		1	2023/24 - 2025/26 sub sector and sector report	√	√	√	√	√	√						
47.	Parliamentary reports	Preparation of ministerial budget statement for the Cabinet and Principal Secretaries for presentation to relevant parliamentary budget committee	400,000		4	Parliamentary reports							√	√	√	√		
48.	Printed estimates	Preparation of State Department's itemised budget	1,000,000		1	Printed estimates										√	√	√
49.	AIE issued	Preparation of AIEs for field stations	-		80	Number of AIE issued	√			√			√			√		
50.	Supplementary estimates	Preparation of Supplementary Estimates	1,000,000		2	Supplementary 1 & 2						√	√					
51.	Quarterly reports	Preparation of quarterly returns to the Controller of Budget	-		4	Quarterly reports			√			√			√			√
52.	Duly approved grants	Issuance of grants to SAGAS	-		4	Duly approved grants						√						
53.	Work Plan and Cash flow Projection Report	Preparation of Work plan and cash flow projections	-		2	Work Plan and Cash flow Projection Report	√	√										√
54.	Approved expenditure items	Monitoring all expenditure items	-			Number of expenditure items approved	√	√	√	√	√	√	√	√	√	√	√	√
55.	Quarterly reports	Monitoring AIA collection in the State department	-		4	Quarterly reports			√			√			√			√

No.	Output	Activity	Budget (Kshs)	Target	Performance Indicator												
56.	BIC minutes	Chair the Budget Implementation committee (BIC)/Exchequer Disbursement Committee	800,000	12	BIC report forwarded to the Accounting Officer	√	√	√	√	√	√	√	√	√	√	√	√
57.	Memos communicating estimates	Communication of the Printed Estimates and Daily Expenditure Returns to the user departments	-	8	Number of Memos		√	√	√		√		√	√	√		
58.	Monthly expenditure reports and returns	Preparation of fiscal and progress reports to the National Treasury and controller of budget	-	12	Monthly expenditure reports and returns	√	√	√	√	√	√	√	√	√	√	√	√
59.	Monitoring evaluation reports	Monitoring capital projects implemented by departments and SAGAS	-	3	Monitoring and evaluation reports				√				√				√
60.	Project information captured in the system	Coordination of data capture in the Epromis	-		Number of projects updated	√	√	√	√	√	√	√	√	√	√	√	√
Department: Central Planning and Project Monitoring Unit																	
61.	Annual Work Plan	Preparation of the Ministerial Annual Work Plan.	-	A Ministerial Annual Work Plan	Ministerial Work Plan FY 2022-2023	√	√										
		Preparation of a work Plan implementation status matrix and quarterly updates	-	Work Plan Implementation Matrix	Updated Work Plan Implementation Status Matrix		√		√		√			√			
62.	Progress review of the State Department's programmes and projects	Preparation of a Monitoring and Evaluation Plan for FY 2022/23	-	Monitoring and Evaluation Plan	M&E Plan		√										
		Field visits for Monitoring and Evaluation of Ministerial programmes and projects.	873,782	Three (3) Monitoring and evaluation Exercises	Monitoring and Evaluation Reports				√			√					√
63.	Performance management	Preparation of the Ministerial Performance Contract	-	Performance contracts	Ministerial Performance Contract FY 2022-2023	√	√	√									
		Coordinate cascading of Performance Contracts	-	Directorates and Parastatals' performance Contracts	Finalized PCs	√	√	√									
		A workshop on review and finalization of the draft Cabinet Secretary's Performance Contract.	500,000	One (1) Workshop	Workshop Report		√	√									

No.		Activity	Cost		Target	Output														
		Preparation of Quarterly and Annual Reports on monitoring and reporting of performance	-		Quarterly and Annual Performance Reporting	Quarterly and Annual Reports				√			√			√			
		Coordinate Mid-year and annual Performance Contract evaluation	100,000		Mid-year and Annual Performance Contract evaluations	Mid-year and annual PC evaluation Reports							√						
		A workshop on performance review for PC FY 2022/23 and setting of PC FY 2023/24 targets.	550,000		One (1) Workshop	Performance review report, PC targets and Attendance register												√	
		Preparation of memos to communicate to Departments on the preparation of quarterly and annual Performance reports	-		5	No. of Memos				√			√			√			√
64.	Controller of Budget Reports	Preparation of quarterly Controller of Budget (COB) reports on the status of the Capital Projects (non financials).	-		Quarterly Reporting on Non Financials	Quarterly reports				√			√			√			
65.	Programme Performance Review (PPR) Report for FY 2019/20-2021/22	Coordinate preparation of Programme Performance Review (PPR) for FY 2019/20-2021/2022	-		Programme Performance Review	PPR Report	√	√	√	√	√	√							
66.	2023/24-2025/26 MTEF Subsector	Coordinate in liaison with Finance, preparation of the sub sector report for Medium Term Expenditure Framework (MTEF)2023/24 - 2025/26 Report	-		Subsector report for MTEF 2023/24-2025/26	2023/24 - 2025/26 subsector	√	√	√	√	√	√							
67.	Strategic Planning	A workshop for the HoDs and Technical Officers for preparation of Ministerial Strategic Plan 2023-2027	550,000		Strategic Plan	Ministerial 2023-2027 Strategic Plan									√			√	
		Procure Printing services for the Strategic Plan 2023-2027	182,484		Printed Ministerial Strategic Plan	Printed Ministerial 2023-2027 Strategic Plan and LSOs										√	√	√	
68.	Mineral Resources Sector Plan	Development and validation of the Mineral Resources MTP IV Sector Plan (2023-2027)	500,000		Sector Plan 2023-2027	Sector Plan 2023-2027	√	√	√	√	√	√							

No.	Output	Activity			Target	Means of Verification												
69.	MTP III 4th Annual Progress Reporting	Preparation of the fourth Annual Progress Reports(APR) for MTP III flagship and programmes and projects.	-		Annual Progress Reporting	APRIV Report	√											
Department: Supply Chain Management																		
70.	Annual Procurement Plan	Preparation of Procurement Plan for the State Department	-		Complete Annual Procurement plan by 30th August, 2022	Approved Annual Procurement Plan for FY 2022/23	√	√										
71.	Goods, Works and Services procured	Procurement of goods, works and services	-		100% procurement of requisitioned goods, works and services.	Signed Contracts, Purchase Orders and Inspection and Acceptance Reports			√	√	√	√	√	√	√	√	√	√
72.	AGPO Reports	Preparation of reports to Public Procurement Regulatory Authority and the National Treasury on the AGPO progress.	-		2 AGPO Reports	Signed AGPO Reports								√				
73.	Payment of goods, works and services	Processing of payment documents for the goods, works and services	-		100% payment of all goods, works and services Procured	Supplier Invoices forwarded for payment			√	√	√	√	√	√	√	√	√	√
74.	Updated Asset register	Stock taking of all assets in the State Department	-		Updated Asset Register	Updated Asset Register	√	√	√	√	√	√	√	√	√	√	√	√
75.	Quarterly Reports	Reports to the Ministry of Industrialization, Trade and Enterprise Development on Local Content	-		4 Reports	Quarterly reports												
76.	Disposal of idle Assets	Formation of Asset Disposal Committee, Identification of obsolete or surplus assets and actual disposal of the idle items.	-		100% Asset Disposal	Minutes of Disposal Committee, Award Letters and Payment receipts for the disposed items			√			√			√			√
77.	Updated Procurement Activities	Updating of Ministry's procurement activities in the Public Procurement Information Portal (PPIP)	-		10	Generated PPIP Reports		√	√	√	√	√	√	√	√	√	√	√
78.	Professional Opinion Reports	Preparation of professional opinion for the Accounting Officer's approval	-		100% approval of all	Approved professional opinions			√	√	√	√	√	√	√	√	√	√

					professional opinions											
Department: Legal Unit																
79.	Coordinated Provision of legal Services	Handling Legal routine matters,providing legal advice ad interpretation to Statutes,Contracts/Agreements,Court Rulings,Arbitration Awards & Court Judgments	-		Handle all legal routine matter that arise	Informed legal decisions	√	√	√	√	√	√	√	√	√	√	√	√
		Collecting,Analyzing & Compiling evidence on Litigation & Arbitration matters.Liasing with the State Law Office for representation of the State Department & the Entities thereunder in Litigation & Arbitration matters	-		Compile all evidence on all litigation & Arbitration matters that arise	Compiled Evidence,correspondence,filed Court Pleadings	√	√	√	√	√	√	√	√	√	√	√	√
		Liaising with relevant Directorates ,Departments in the Ministry & Entities thereunder for formulation /review of policy & legislation to ensure conformity with CoK,2010 & all other relevant Statutes	-		Formulate/review policies & legislation as and when necessary	Formulated/reviewed Policies	√	√	√	√	√	√	√	√	√	√	√	√
		Verify all legal Instruments(Leases,Contracts,Agreements,Cabinet Memos,MoUs) emanating from within and where the Ministry is a party.	-		Verify all legal documents relevant to the Ministry as may be necessary	Reports on the legal instruments verified	√	√	√	√	√	√	√	√	√	√	√	√

Appendix III: Proposed Skills Set and Competence Development

Cadre	Skills set	Skills Gap	Competence Development
Administration Officers	- Master of Arts Degree - Bachelor of Arts Degree - SLDP - Administrative Officers examinations - Paramilitary Course - Advance Public Administration Course	- SLDP - SMC - Financial and Procurement skills - Budget preparation and implementation	
Mining Engineers	- Master's degree in Mining Engineering - Bachelor's degree in Mining Engineering - SLDP - SMC	- Master's degree in Mining Engineering - SLDP - SMC - Risk Identification and Mitigation - Financial and Procurement skills - Budget preparation and implementation - Continuous training on new technologies	None
Geologists	- Master's Degree in Geology - Bachelor of Science (BSc.) Geology - SLDP	- Master's Degree in Geology - SLDP - SMC	None

	• SMC	• Financial and Procurement skills • Budget preparation and implementation • Continuous training on new technologies	
Laboratory Personnel	• BSc in Analytical Chemistry • Diploma in Analytical Chemistry • SMC	• SLDP • SMC • Interpersonal skills • Report writing • Continuous training on new technologies	
Cartographers	• Bachelors' degree in Geo-spatial Engineering • Diploma in Land Surveying	• SLDP • SMC	
Explosives	• Masters of Science in Explosives Engineering • Bachelor of Science in Explosives Engineering • SLDP • SMC	• SLDP • SMC	
Public Relations and Communication Officers & Marketing	• MA in Communication, • BA, in Communication Science	• Financial management skills • Conflict management skills • Negotiation skills	

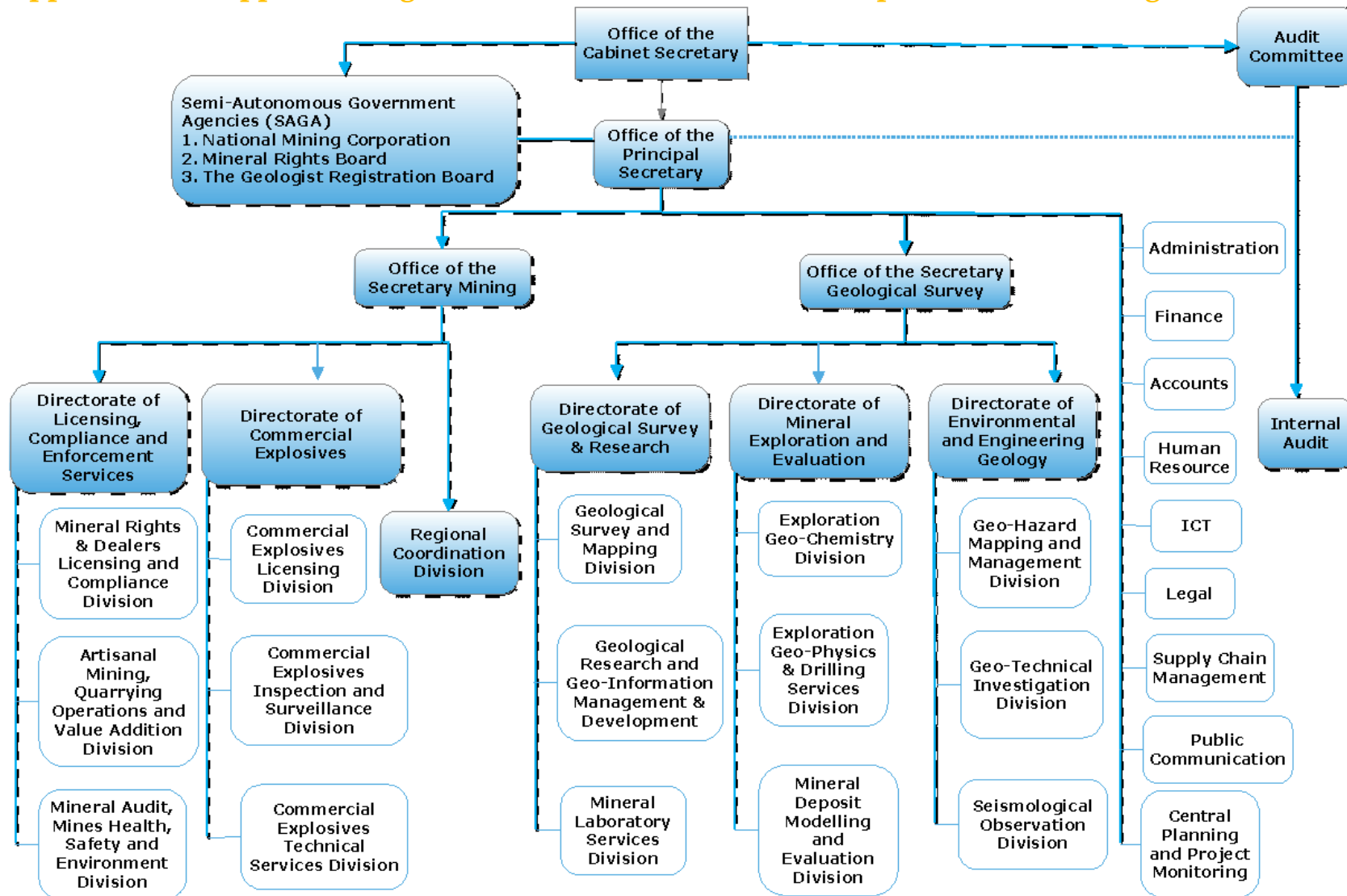|			
	• SLDP • SMC	• Supervisory skills • Report writing skills	
Finance & Accounting Officers	• MSC Finance & Accounts • BCOM • SLDP • SMC • computer applications • CPA (K)	• policy formulation, interpretation and implementation • computer application skills • communication skills • conflict resolution skills • communication skills • counselling skills • decision making • negotiation skills • project management • team playing skills • risk identification and mitigation • sensitization on Official Secrets Act	
Human Resource Management and Administration Officers	• MSC in HRM • Bachelor's Degree • Higher Diploma in HRM • Diploma in HRM • Supervisory Skills Management Course • Certificate in Computer packages	• Knowledge Management Skills • Organizational Management Skills • Counselling Skills • Negotiation Skills • Contract Management Skills	• IHRM Conferences and Congress

		- Conflict Resolution/Management Skills - TOT - CHRP - Performance management - Project management - Finance for non-finance managers - Report writing - Labour relations skills - Customer care and public relation skills - Minute writing - Risk identification and mitigation - Sensitization on Official Secrets Act	
Records Management Officers & Librarians	- Diploma in Records Management - Certificate in Records Management - Certificate in Electronic Records Management - SMC - Supervisory Management Training	- Digitalization of resources/records - Report writing - Sensitization on Official Secrets Act	KARMA Conferences

	• Certificate in Computer application		
Economists	• Masters degree in Mining Economics • Bachelor's degree in Economics • SLDP • SMC	• SLDP • SMC • Policy formulation and implementation • Capacity building in feasibility studies, appraisals, monitoring and evaluation of mineral projects. • Capacity building in effective Performance Contracting practices	
Information, Communication Technology Officers & system administrator	• Master's Degree - Information Systems • Post Graduate Diploma Computer Science • Bsc Mathematics (Statistics Option) • SLDP • SMC	• ITIL, CCNA, MCITP, A+ • ISO 9001:20008 QMS • Web Development • JAVA Programming • MYSQL Database • ArcGIS Server • SLDP • SMC	• Cyber Security
Supply Chain Management Officers	• Bachelor of purchasing and Supplies Management • Diploma in Supplies Management • Strategic Leadership Program	• SLDP • SMC	• CIPS

	• Senior Management Course		
Legal Officers	• Bachelor Degree in Law • Post Graduate Diploma in Law • SMC	• Master of Laws • SLDP	• LSK Annual Conference
Office Administrative Officers	• Higher Diploma in Secretarial Management • Diploma in Business & Office Management • KCSE • Secretarial Management Course • SMC • Supervisory skills Development, Course, • Certificate in Public Relations & Customer Care Course	• Customer care and public relations • Etiquette • Communications skills • Protocol • Report writing • Minute writing • Sensitization on Official Secret Act • First aid skills • Computer applications skills • Counselling skills	• KARMA Conferences • KENASA Conferences
Drivers	• Valid Driving License • Police Clearance Certificate • First Aid Certificate • Police Clearance Certificate • Defensive Driving Certificate • Occupational Trade Test for Drivers	• Sensitization on accident reporting procedures • Report writing • Customer care and public relations • Etiquette • Communication skills • Computer application skills	

		• Sensitization of Official Secrets Act	
Clerical Officers	• Diploma in Supplies Management/ Diploma in HRM/ Diploma in Records Management. • Certificate Course in Management. • K.C.S.E • Proficiency Examination for Clerical Officers.	• Supervisory skills • Customer care skills • Report writing skills • Counselling skills • Record management skills • Communication skills • Computer skills • Fleet management skills	
Support Staff	• KCSE • Certificate in Customer care And Public Relations. • Certificate of Training on Housekeeping. • Skills Development Course • Training on Performance Improvement for Support Staff	• Customer care and public relations • Communication skills • Etiquette • Interpersonal skills • Sensitization on Official Secret Act	

Appendix IV: Approved Organizational Structure for State Department for Mining

Appendix V: Strategic Theme Team

KRA	Strategic Theme Team
KRA 1: Accelerate mineral development, promotion and value addition	a) Secretary Mining-Team leader b) Director Licencing Compliance and Licensing Services c) Deputy Directors, Minerals Rights and Value Addition d) Director Planning e) Deputy Director Public Communication f) Legal Officer g) Chief finance officer h) Deputy Accountant General
KRA 2: Provide leadership in management of mineral resources	a) Secretary Geological Survey-Team Leader b) Director Mineral Exploration and Evaluation c) Director Administration d) Legal Officer e) Chief finance officer f) Legal Officer g) Deputy Accountant General
KRA 3: Build organizational capacity	a) Director, HRM&D -Team Leader b) Chief finance officer c) Secretary Mining d) Secretary Geological Survey e) Deputy Accountant General f) HoDs